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ANNUAL REPORT
from the
DIRECTOR OF
PERSONNEL USDA

1963 A YEAR IN TRANSITION

FOREWORD

During fiscal year 1962, the Office of Personnel spent a considerable amount of time taking "inventory" to see where we were and where we needed to go initially in setting the proper course for USDA personnel programs.

The fiscal year 1963, which this report covers, has been a year of transition. On the basis of what we learned during 1962, we planned and took action toward meeting the needs for personnel management as we saw them.

But we need to concentrate on the future, too. In a world becoming rapidly "smaller," one which is seeing an unprecedented technological "explosion" and in which manpower problems are undoubtedly becoming more acute, we must "plan ahead." There are in prospect, tremendous possibilities for improved management in the Department if we can only take advantage of new technology, research findings, and the constantly changing demand for public services.

This report is intended to give a brief picture of what we have done to make it possible for the Department to take advantage of its opportunities. You will see that we have included some plans for the future. We did this because we would like for this report to become something more than a statement of past activities. We want it to contribute to a common understanding of our needs and how to meet them.

Even though our "transition" period of the past year will continue for a time, we believe that we have established the foundation upon which we can build a progressive, constructive program of personnel management for the future.

May I invite each of you who reads this report to join with us in meeting the challenge of the future?



Carl B. Barnes
Director of Personnel

July 8, 1963

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SECTION

1

**Long-range
planning in
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SECTION I

LONG-RANGE PLANNING IN PERSONNEL MANAGEMENT

A. General Need

There are many factors which point to the need for that flexibility in personnel management which will enable changes and adjustments essential to the more efficient operation of the Department to be made quickly and effectively. Some of the factors are:

1. Fair Employment: There is an increasing need for the employment and more efficient use of personnel of minority groups. Adjustments are needed in personnel practices and, to some extent, the philosophy underlying the employment and more especially, training of members of these groups.
2. Employee-Management Cooperation: E.O. 10988 and subsequent interest by employee organizations makes adjustments to this factor of major concern to those responsible for management. It introduces a new element in management of personnel which can be useful in the effective utilization of personnel and improved relations between management and employees.
3. Automation: Regarded here primarily as ADP, it has demonstrated its importance as a means of increasing productivity to the extent that it becomes inevitably a device to be used extensively throughout the Department, including personnel management processes. This has and will continue to cause the need for training and reassignment of personnel. Also, automation more broadly defined is having a profound effect on agriculture and other areas of the country's economy with which the Department is related through services which have and may in the future be authorized by Congress. This may require changes in qualifications of Department personnel, making re-training, reassignments, and even new recruitments necessary.
4. Developments in Technology and Public Policy: This factor is similar to automation. However, it becomes increasingly important because of the acceleration in the development of technology, unemployment, and resulting changes in public policy. As these changes occur, reorganization, reassignments, reorientation, and basic training of employees, as well as recruitment of specialized personnel, may become necessary. An example of this is the Rural Areas Development Program.
5. Developments in Personnel Administration: Both basic and applied research in human behavior and related areas are constantly revealing opportunities for improvement in the management and utilization of our manpower resources. This places a special obligation on the staff personnel to study, adapt, and assist operating management to use practices of proven value.

B. An Approach to Long-Range Planning

It was apparent that the Department should have plans designed not only to meet the immediate needs and challenges such as provided in the "Projected Plans for 1964" (discussed in Section II of this report 1/), but for a longer period. Plans for ten years hence -- 1973 -- were considered adequate.

One value of these long-range plans has already manifested itself -- the "Projected Work Plans for 1964," covered in Section II of this report, contain proposed action directed toward some of the more obvious "Goals for 1973." This illustrates the partial formation of the first rung in the "Ladder of Transition" necessary to accomplish the 1973 goals. The diagram illustrates the long-term planning process which has and will continue to be followed (see illustration which follows).

The Director of Personnel recognizes that concentrated study and effort have to be directed toward developing systems, knowledge, and leadership necessary to develop the goals and make fullest use of the results of developments mentioned above. Therefore, the following phases have been taken:

1. Orientation: A series of ten lectures and discussions were held for the purpose of providing the responsible officials and technicians of the Office of Personnel with the necessary background information on possible changes in the functions of the Department; technology; political climate; population; and other elements that enter into the services which the Department might be called on to perform. The following are the subjects, dates presented, and speakers for each of the ten sessions:

"A General Picture, with Particular Reference to the Effect Which Research will have on the Future Functions of the Department" -- Wednesday, April 3, 2:00 P.M., Dr. Byron T. Shaw, Administrator, Agricultural Research Service.

"The Future of Forestry in the U. S." -- Monday, April 15, 2:00 P.M., Edward P. Cliff, Chief, Forest Service.

"Trends in the Demands for Service by Consumers" -- Wednesday, April 17, 10:00 A.M., Mrs. Dorothy H. Jacobson, Assistant to the Secretary.

"Influence of International Developments on the Department's Future Functions" -- Thursday, April 18, 2:00 P.M., Raymond A. Ioanes, Administrator, Foreign Agricultural Service.

1/ Copy of "Projected Work Plans for Fiscal Year 1964" is available on request.

**GOALS
FOR
PERSONNEL
MANAGEMENT**

1973



1963

**1963 STATUS OF
PERSONNEL
MANAGEMENT
IN U.S.D.A.**



"Population and Manpower Outlook" -- Tuesday, April 23, 10:00 A.M., Dr. Louis Levine, Director, U. S. Employment Service, Department of Labor.

"The Trend in the Economy of the Country, both Farm and Total, and Their Influences on the Future Functions of the Department" -- Thursday, April 25, 10:00 A.M., Dr. Nathan M. Koffsky, Administrator, Economic Research Service.

"Problems Faced in Developing Rural Areas" -- Wednesday, May 1, 10:00 A.M., John A. Baker, Assistant Secretary, assisted by a panel composed of:

Dr. A. T. Mace, Director, ORAD
Howard Bertsch, Administrator, FHA
Richard A. Dell, Deputy Administrator, REA
Wallace Mehlberg, Director, Conservation
and Land Use Division, ASCS
Dr. M. L. Upchurch, Agricultural Economist, SEG
Gladwin Young, Deputy Administrator, SCS
Lloyd Davis, Acting Administrator, FES

"Recent and Prospective Trends in American Politics as Related to Agriculture" -- Thursday, May 2, 10:00 A.M., Dr. Louis Bean, Consultant.

"What the Future Organization and Management of the Department is Likely to be in 1973" -- Friday, May 3, 10:00 A.M., Joseph M. Robertson, Administrative Assistant Secretary.

"Computer Technology in 1973" -- Monday, June 3, 10:00 A.M., George Petrie, Program Director, IBM Executive Development School.

2. Development of Assumptions: Each person in the Office of Personnel was requested to develop a set of assumptions relating to the function for which he was responsible. As he did this, he was encouraged to keep in mind possible changes in the country's economic and political climate and the possible changes in the functions of the Department as discussed in the orientation sessions and learned from use of reference materials. These assumptions were discussed before the entire technical staff of the Office of Personnel in sessions held on May 3, May 9, and May 10.

A list of the assumptions is attached as Appendix A.

3. Step 1. Development of Goals: Although the assumptions provided a good basis for the necessary thinking in predicting changes that are likely to take place in the next ten years, it was found that the goals needed to be developed in more specific and concrete terms. Further study of the assumptions revealed that three factors stood out as dominant in determining what

the various personnel management functions would look like in 1973. These factors were:

Automation

Employee-Management Cooperation

Intergroup Relations

A task force for each of these factors met with and assisted the division chiefs and technicians responsible for the functions with developing, in tentative form, those goals for 1973 which would be influenced by the three factors.

4. Refinement of Goals: The Director of Personnel, together with the Deputy and Assistant Directors, the Chief of the Personnel Research Staff, and the Assistants to the Director, met for a weekend on June 23 for a further refinement of the goals, which follows.

Preface to 1973 Goals

The potential impact of the three factors -- automation, employee-management cooperation, and intergroup relations -- on personnel management functions has caused the listed goals to be weighted toward "spectacular" changes rather than toward the normal ongoing functions. It is expected that this will be corrected when the agencies are brought into the process of finalizing the goals and Step 3, the planned action to accomplish the changes required. (See items 5, 6, and 7, which follow.)

It is obviously necessary that the transition be made smoother between the current status of personnel management and that which the goals indicate will exist in 1973. To do this it will be necessary to plan each year's activities in such a way as to bring this about. Section II of this report contains a statement on the Office of Personnel's Projected Work Plans which illustrates this point. Also, the goals and any plans designed to reach them are not static. They must be constantly studied in the light of changing conditions and technology, and updated to meet the situation.

Although the Office of Personnel has put much study and thought into the goals, which follow, they must be considered incomplete and to a degree tentative. Item 7 below outlines a process for more fully completing the goals and plans for implementing them.

1973 Goals for Personnel Management

As Finally Determined by Office of Personnel
Top Staff, Sunday, June 23, 1963

1. General

a. The establishment of operations research models to relate properly the different aspects of a total personnel management system, including:

(1) Use of ADP to analyze and apply these models to produce data for broad personnel management planning and decision-making. (Such specialized activities as manpower needs, forecasting, pay, staffing, and training will be parts of the total manpower program.)

(2) The effective integration of all aspects of "men, money, and materials" in the over-all approach to developing personnel organization, plans, and programs.

b. Operation at a higher professional level by personnel officers who will manage by exception and provide advice, consultation, and specialized services to line management. (This will be facilitated by ADP, freeing personnel officers of routine matters.)

2. Employee Communication

A program to keep all employees continuously informed of the reasons for changes and adjustments (in personnel policies and organization).

3. Intergroup Relations

a. A specific and identifiable action program to assure that minority group employees are recruited and utilized to the fullest extent of their competence.

Such a program to include:

(1) A system for early identification of growth potential and planned programs of training and experience for higher classification.

(2) A process of identification and training of minority group employees in a manner to compensate for past deficiencies.

4. Employee-Management Cooperation

a. A systematic and continuing program for ascertaining and considering views of employee organizations in establishing personnel policies and programs.

b. A system for considering recommendations from employee organizations regarding the application and operation of personnel policies and programs.

c. An independent quasi-judicial body to resolve differences between employee organizations and agencies of the Government.

5. Emergency Preparedness

a. A system for maintaining a comprehensive Executive Reserve manpower pool for emergency mobilization to carry on critical Department functions.

b. A program for keeping USDA employees informed and trained on emergency mobilization and survival procedures.

6. Manpower Needs

a. A program for the development of specific forecasts of manpower needs. Such estimates to be based upon budget estimates (also FAME and GAME), existing and anticipated vacancies, retirement and turnover data from ADAM, job qualifications and skills inventory from MOHR, and other pertinent data from MODE.

b. A system of exchange of information with educational institutions to aid in the guidance and education of students for career opportunities in USDA and to increase ability of such institutions to assist in meeting these manpower needs.

7. Classification and Standards

a. Extensive use of computer generated data to develop classification and standards processes.

b. More timely development of occupational standards to facilitate retraining and placement of employees who are displaced by technological and other changes.

c. Establish and maintain occupational standards, wage surveys, pay administration rules and procedures through cooperative effort between employee organizations and management representatives, with care exercised to assure comparability among related occupations.

8. Employment

a. The establishment of a National Personnel Roster of key Federal personnel to facilitate the exchange of such personnel and thus increase effective utilization of manpower throughout Federal establishments. Such

program to be coordinated with those with appropriate State and local governments.

b. The use of computer generated data to make readily available information such as examination results, school achievement records, and performance data to optimize Department-wide selection and assignment of personnel.

c. A system which would recognize overseas assignments as a regular part of key Federal careers.

d. Selection requirements for occupations in the Department, established on the basis of continuing research, including the validation of tests and background information against performance criteria.

9. Health, Safety, and Welfare

a. Close cooperation with employee organizations in obtaining, promoting, and enforcing safety standards.

b. Determination of health requirements and implementation of health programs, including those involving physical examinations, will be done in cooperation with employee organizations representing the occupational groups involved.

c. A program to provide for periodic, voluntary medical examination of employees in selected occupations to safeguard the health of employees and conserve manpower resources.

d. A program of research on relationships between the use of sick and annual leave, overtime, accidents, and related data to other factors of concern to management and employee organizations.

e. A system of cooperation between the Department and employee organizations to provide qualified staff which will systematically plan for and train Government and employee organizations to:

(1) Meet counseling needs growing out of minority group issues, changes in employment due to such factors as: automation, changes in functions, reorganizations, and the approach of retirement;

(2) Sponsor employee organizations to meet necessary employee needs; and

(3) Assume that responsibility which employees and the organizations have to the community.

10. Training

a. General -- Information from MOHR will be used to forecast manpower needs and serve as a basis for determining training and retraining requirements.

b. Work-study program for shortage occupational areas in research and other specialized fields.

c. Skills and knowledges in using ADP effectively in management processes such as gaming, statistics, simulation, linear programming, problem and operations analysis, and decision-making.

d. Specific programs for training managers in Department and Federal policies and methods for dealing with employee organizations.

e. Department and Federal policies and operating programs which relate to intergroup relations and in skills and knowledges needed to deal with problems in this area.

f. Systematic assessment of effectiveness of training.

11. Employee Performance

Maintenance and use of more extensive and realistic performance evaluations supported with data from ADP.

12. Grievances and Appeals

a. A system for handling all formal appeals, grievances, and allegations of discrimination which provides a hearing by a professional hearing officer within the Department.

b. An administrative court as a part of the judicial system to render final decisions on cases appealable from decisions made in the Department.

13. Inspection and Review

A systematic use of information from MODE, audits, complaints, investigations, surveys, and other available sources to locate areas of administration that need special attention. (Appropriate personnel will be assigned to investigate the situation and either work with the supervisor in charge in effecting the correction or report the findings and recommendations to appropriate official for necessary action.)

A "Checklist for Planning Action to Reach Goals" is being proposed as a procedure which might be followed in carrying out Step 3. See Appendix B.

5. Step 2. Present Status of Personnel Management: Once the goals have been refined at least in a tentative form, it becomes necessary to take a look at the present status of personnel management. This Step 2 is partially covered for the Office of Personnel in Sections III and IV of this report. A more comprehensive review will be necessary to complete an inventory of the present status of personnel management in the Department. This process will involve the agencies and will be largely accomplished as Step 3 is taken.

6. Step 3. Action Needed to Accomplish Goals: This step in the long-range planning process will definitely require a cooperative effort of all the agencies of the Department. Some thought and preparation have been given this by the staff of the Office of Personnel in preparation for discussion with agency representatives.

Preliminary to taking Step 3, a complete statement on what has been developed on Steps 1 and 2 is presented by this annual report. Also, supplemental information such as background information on long-range planning in the personnel management in USDA and special reading material is available.

Conferences between agency personnel officers, Assistant Administrators for Management, and other appropriate technicians and officials will be held to discuss: (1) the results of the preliminary work of the Office of Personnel toward developing long-range plans, (2) the long-range goals tentatively established by the Office of Personnel, and (3) a procedure for taking Step 3, that is, developing an action program for accomplishing the agreed-to goals.

7. Timetable for Developing Plans: This timetable is also a part of Work Plan OP-1, "Integrated Planning of Personnel Management," published in "Projected Work Plans for Fiscal Year 1964."

Time Table for Finalizing 1973 Goals and
Developing Plans for Their Implementation

Deadline

1. A complete package including:
 - a. A list of the goals developed to date by OP,
 - b. An explanation of how the goals were arrived at, including background information, and
 - c. A set of reference material which OP has used as a partial basis for the goals.

7/15
2. A meeting of the agency personnel offices and representatives of the employee organizations to be conducted for the purpose of discussing the goals and plans for finalizing and implementing them.

7/24
3. Request will be made for agencies to review and revise the goals and indicate their reaction to Step 3 or planning the "implementation of the goals."

9/16
4. Integrate and synthesize the reaction of the agencies as requested under (3) above.

9/30
5. Plan and provide the means for preparation by representative Department officials to finalize the goals and agree on a plan of action. (This process will adhere to the principle of involvement which would require that line officials assist with the final stages.)

11/15
6. The steps outlined above for involving selected agency line and staff officials to assist in the study and plans for implementation will culminate in a conference of three days or more. At this conference it is expected final decisions will be made on what the goals for 1973 should be, with definite plans for achieving them.

12/9

SECTION

2

**Projected
work plans - 1964**





SECTION II

Preface

The preceding Section I on Long-Range Planning emphasizes planning as an essential function in the Office of Personnel. The smoothness and, in fact, the degree with which the Department makes the transition from "business as usual" to a dynamic approach to meeting the challenge for better personnel management will depend largely on how well plans are made.

The 132 recommendations developed at the Personnel Policy Review Meeting held in Philadelphia in September 1961 gave an impetus to formal planning. A systematic approach was taken to the development and the implementation of these recommendations. As a result, most of the intent behind the recommendations has been incorporated into the personnel policies and practices of the Department. A sense of need for a system of work planning was a natural result of this experience.

PROJECTED WORK PLANS

The system of formal work planning was initiated by the Director in April 1962. These plans were published and distributed to the agencies as "Projected Work Plans for Fiscal Year 1963" near the change of the fiscal year. Section I, "Purpose" of this publication, contained a statement, a part of which is appropriately repeated here:

"The accomplishment of our objective of a Department-wide personnel management program second to none demands that we progress toward our goal in an orderly manner. Our efforts must be planned and coordinated. Responsibilities must be assigned as specifically as possible and time limits established. It is toward this end that the Projected Work Plans for the Office of Personnel included herein are directed.

"These Plans have been prepared by the Divisions of the Office of Personnel to serve four purposes:

1. Serve as basic plans for the Divisions' operations.
2. Assist with coordination of functions within the Office of Personnel.
3. Provide the agencies with a better understanding of what we in the Office of Personnel are thinking and doing.

4. Provide a basis for exchanging Office of Personnel Work Plans with agency personnel office work plans for better total integration of common effort."

Admittedly, this effort at planning in FY 1963 was far from perfect. The projected work plans for 1964, covered in this Section and published in detail in "Projected Work Plans for Fiscal Year 1964," were more carefully prepared and reflect more sophistication.

The following comparison of the number of work plans between 1963 and 1964 reflects the experiences gained and added activity in research and developmental efforts.

<u>Division</u>	<u>Fiscal Year</u>	
	<u>1963</u>	<u>1964</u>
Director's Office	6	8
Personnel Research Staff	1	11
Classification and Standards	3	7
Employee Development	6	6
Examination and Employment	8	8
Health, Safety, and Welfare	3	17
Policies and Procedures	6	8
Security and Employee Conduct	<u>3</u>	<u>5</u>
	36	70

1964 Projected Work Plans: The Office of Personnel has had one year of experience with the use of work plans which outlined in advance the steps to be taken in implementing the functions for which the Office was responsible. Copies of "Projected Work Plans, Fiscal Year 1963" were sent to the agencies in June 1962. A summary of the results is found in Section III of this report.

A new format is being used for "Projected Work Plans, Fiscal Year 1964." (See Appendix C.) Copies of this publication are being distributed to the agencies. It is hoped the new format will meet the needs of the Office by simplifying the preparation for semi-annual reports as well as the requirements of the Management Development Program of the OMASD.

Another feature which should be helpful both to the Office and to the agencies is the inclusion in the projected work plans of a reference to the Personnel Policy Review Meeting recommendations related to the project content. These references are usually listed as "PPRM." This should assist in keeping the intent of the recommendations in mind as the plans are being implemented.

Although the long-range goals in personnel management covered in Section I have not been finalized, the staff of the Office have found that their study

of background information and obvious future demands make it possible for some of the plans to be directed toward long-range goals. It is expected that as time passes, this system of planning can be perfected so that changes can be incorporated into the plans in a way to keep programs and policies in line with future goals.

The titles of the 1964 projected work plans for fiscal year 1964 are listed so that it will provide the reader with a better insight into the program of the Office and the trends being followed. Greater detail will be found in the publication, "Projected Work Plans for Fiscal Year 1964."

The numbering system used provides a needed flexibility of identifying the project plans. It also follows the numbering system used by OMASD. The following code will help to identify the responsible Division.

Director's Office	OP 1 - 99
Personnel Research Staff	OP 50 - 99
Classification and Standards	OP 100 - 199
Employee Development	OP 200 - 299
Examination and Employment	OP 300 - 399
Health, Safety, and Welfare	OP 400 - 499
Policies and Procedures	OP 500 - 599
Security and Employee Conduct	OP 600 - 699

There are 16 out of a total of 70 plans which are for new projects and are identified by an asterisk *. There are 2 plans for proposed projects identified by two asterisks **. Although these proposed plans are fairly firm there remains some checking out with others before a final decision is reached.

The remaining 52 projects cover functions which were carried over from last year. However, they have in every case been updated and changed to meet new conditions or a change in a trial format for the project plans.

<u>Project Title</u>	<u>Project Number</u>
Integrated Planning of Personnel Management	OP-1
Inspection Coordination	OP-2
Defense Mobilization	OP-3
Deferment	OP-4
*National Defense Executive Reserve	OP-5
Employee-Management Cooperation - E.O. 10988	OP-6
Personnel Legislation	OP-7
Intergroup Relations	OP-8
Career Programs	OP-50
Critical Requirements	OP-51
Experimental Test Battery	OP-52
Training Evaluation	OP-53

Promotion Roster Analysis	OP-54
*Retirement Forecasting	OP-55
*Rotation	OP-56
*Roster of Advancement and College Major	OP-57
Personnel Concepts	OP-58
Consultations	OP-59
Personnel Research Clearing House	OP-60
Program Coordination and Leadership -	
Classification and Standards Function	OP-100
*Automation of the Classification Process	OP-101
*Training and Development Program for	
Classification Specialists	OP-102
*Position and Pay Management as Practiced	
by Supervisors	OP-103
Occupational Standards Maintenance Program	OP-104
**Inter-departmental Exchange of Classification	
Information	OP-105
**Classification Handbooks and Manuals	OP-106
Interagency Management Development Program	OP-200
Department Management Interview Program	OP-201
General Training	OP-202
College and University Relations	OP-203
Department Leadership in Keeping Current in	
Training Area	OP-204
New Trends and Technology in Developing People	OP-205
Recruitment Summer Student Employment	OP-300
Central Interview and Referral	OP-301
Examinations	OP-302
Merit Promotion Program	OP-303
Employee Utilization	OP-304
Performance Evaluation	OP-305
Liaison Activities	OP-306
College Recruitment	OP-307
Health Program USDA	OP-400
*Health Unit - Hyattsville	OP-401
Coordinator Department Safety Program	OP-425
Development and Maintenance of Department	
Policy and Regulations Governing Employee	
Compensation Act	OP-426
Liaison with Safety Organizations	OP-427
Safety Records and Reports	OP-428
Injury Compensation Guide for USDA Supervisors	OP-429

Development and Maintenance of Safety Policies and Regulations	OP-430
Accident Reporting System	OP-431
Employee Organizations	OP-450
Employment of the Physically Handicapped	OP-451
Employee Relations	OP-452
USDA Clubs	OP-453
Fund Raising	OP-454
Retirement Planning	OP-455
Special Employee Welfare Activities	OP-456
Incentive Awards	OP-475
*Periodic Organization Analysis System	OP-500
*Utilization of Employee Skills	OP-501
*Communication of Regulation Changes to Employees	OP-502
*Assessing Effect of Slipsheeting Administrative Regulations	OP-503
*Personnel Action Analysis for Supervisory Input to MODE	OP-504
*Optimizing MODE System	OP-505
*Establishing Wage Board Positions through Automation	OP-506
*Skills Inventory	OP-507
Disciplinary and Appeals Process	OP-600
Security Process	OP-601
Suitability for Employment - 8 AR Chapter 13	OP-602
Conduct and Ethics in Government Employment	OP-603
Political Activity	OP-604



SECTION

3

**Report of
accomplishments
related to projected
work plans for 1963**



SECTION III

REPORT OF ACCOMPLISHMENTS RELATED TO PROJECTED WORK PLANS FOR FISCAL YEAR 1963

Preface

There is given in this Section the results of the first full year of the Office's use of projected work plans. Although the system has been discussed in more detail under "Planning" in Section II, it is necessary at this point to remind the reader that projected plans were "on trial" in fiscal year 1963. It can also be said that their value is generally recognized in the Office, and the plans for 1964 are superior in many ways to 1963.

A note to the reader: You will find that the reports are generally given in outline form. If you will refer to a copy of "Projected Work Plans for Fiscal Year 1963," released in June 1962, you will find the numbers of these reports to coincide with those of the plans.

Reports on Work Covered by Projected Work Plans for 1963

1. Implementing Personnel Policy Recommendations

To get personnel policy recommendations into use as soon as practicable.

Where necessary, to coordinate the efforts of those responsible for implementing recommendations.

To get objective evaluations on results from recommendations.

Plan a second policy meeting if and when needed.

a. Implementing the Recommendations:

The first week after the Meeting each recommendator was assigned to a specific person in the Office.

Plans were prepared by the responsible person to implement each recommendation.

Eleven task forces and ad hoc groups studied selected recommendations, recommended further study needed, and methods of implementing.

A filing system provides information on the plan for implementation, status, and progress of each recommendation.

A progress chart is maintained in the Director's Office, giving the status of each recommendation.

The projected work plans and frequent reminders of specific recommendations as they relate to activities of the Office, plus a real interest on the part of the Office's personnel in getting the recommended policies, programs, and changes underway, effectively assisted with coordinating the implementation of the recommendations.

As drafts of policies, programs, and regulations developed, they were distributed to agencies for review and, when needed, discussed with personnel officers and other appropriate groups.

Several progress reports were made on the recommendations. A special report, "Anniversary Report on the Results of the 1961 Personnel Policy Review Meeting" was issued in October 1962.

b. Evaluation of Effectiveness of Recommendations:

The Evaluations Committee established at the Meeting continued to serve, with one change in membership, and adopted a general procedure of:

Checking the Office's plans for and progress made in implementing the recommendations.

Making spot checks and a survey (August 1962) to learn the results being felt by Washington and field officials who had attended the Meeting. The results of this survey are covered in the "Anniversary Report" mentioned above.

Inspection reports provided a slight amount of information which reflected the results of the recommended changes.

c. Preparation for the Next Personnel Policy Review Meeting:

Plans for this are carried forward in OP-1, Integrated Planning in Personnel Management, "Projected Work Plans for Fiscal Year 1964," and as Appendix C of this report.

2. Centennial Dinners

Purpose and objectives of these Dinners were:

Purpose

To jointly use this as a means of calling to the attention of the public the historical and close working relationships existing between Land-Grant Institutions and the Department, and their contributions to the States' agricultural development.

Objectives

To arrange for the selection of the most capable agency officials, located in those States where Land-Grant Colleges decide to hold a dinner, to represent the Department as Co-Chairmen.

Coordinate the selection and the assistance given this effort so that all agencies with field representatives will be involved and well informed.

Implementation of the objectives:

Outstanding agency officials were selected from a roster of names supplied by those agencies with field staffs. When a Land-Grant Institution decided to have a centennial celebration, the selected agency official was proposed to the college as the Co-Chairman representing the Department.

The Director's staff maintained all contacts between the agencies, the Secretary's Office, and the Land-Grant Institutions.

All correspondence was received and prepared by the Office.

Records were maintained and a report issued March 21, 1963, to OMASD and J. K. McClaren, Department Coordinator for Centennial Programs.

3. Inspection Coordination

Chapter 2.5 of Title 8 of the Administrative Regulations was issued on August 2, 1962, as a product of a task force which was assigned a series of PPRM recommendations.

A continuing assignment, which will require promotion as many agencies have not developed programs or plans of self-evaluation nor projected them very far ahead. On June 28, 1963, in LMNOP, a reminder was issued that this Chapter requires the submission of proposed plans and goals to be submitted by August 1 of each year.

Arranged a series of meetings where Messrs. Francis, Hill, Seabron, and Bear met with agency personnel officers to explore action needed as a result of inspection findings.

The first nation-wide inspection of personnel activities in the Department of Agriculture was completed early in 1963 and the report was received in May. This new approach of the Commission's provided a co-ordinated inspection plan designed to get a representative sample of how personnel administration was functioning throughout various organizational units of the Department. One hundred and thirty-two Department and field

installations were visited. Non-supervisory employees were questioned; supervisors and management officials at the Departmental and bureau level were interviewed. In the field an extensive audit was made of personnel actions' processing. The Commission's report indicated that effectiveness of personnel administration varied considerably both among and within agencies of the Department. In summary, the Commission's over-all assessment indicated that personnel management programs were effectively contributing to mission accomplishment. Individual agency reports were discussed with top level management officials, and corrective action programed where indicated.

In October 1962 the Commission initiated a program of special inquiries or abbreviated inspections of the following programs, which are based on Executive Order or other directive from the White House:

- (a) Employee-Management Cooperation
- (b) Equal Employment Opportunity for Minority Groups
- (c) Status of Women in the Federal Service
- (d) Agency System for Appeals from Adverse Action
- (e) Agency Grievance Procedures
- (f) Employment of the Handicapped

The Commission visited 38 field installations and submitted reports to the Office on 30 of them. These reports indicate that programs, where the Office of Personnel provided regulation and procedure, had reached field establishments but that rank and file employees were not always as familiar with them as they should be. Other programs where positive action programming was necessary by each bureau rather universally could stand greater emphasis.

On May 13, 1963, it was learned that the Department was not included in the Commission's nation-wide inspection plan for fiscal year 1964. However, there might be isolated cases where Commission Regional Offices will make inspections of field establishments.

4. Defense Mobilization

The Cuban incident gave emphasis to defense planning. Four cadres of top staff were selected and employees were designated to staff the National Classified Relocation Site and the Department's Relocation Site -- Reprint. The Assistant to the Director for Civil Defense visited Reprint to check on its availability and readiness if it were necessary to order staff to go there.

Defense manpower planning moved forward by the Forest Service updating their plan and ASCS taking steps to evaluate their needs.

In June 1962 Disaster Administrative Regulations were issued which were a compilation of CSC Mobilization Circulars dealing with personnel

administration in a situation where this Nation had been attacked. These instructions are superseded by the CSC's National Emergency Standby Regulations and Instructions, July 1963. These regulations and instructions, together with the National Emergency Administrative Regulations issued in 1961, were placed in the hands of field personnel with necessary material to guide their operations should an emergency occur. Reference to this material was included in the Department's State and County Defense Operations Handbooks.

5. Defense Activities

A series of lectures were arranged in the Washington, D. C. Metropolitan Area to familiarize employees with the hazards of radiation and the protective measures which are possible. A wallet-sized leaflet entitled, "Survival Self Helps," was printed and distributed to all employees of the Department.

The Department decided to establish a unit of the National Defense Executive Reserve. Steps were taken to get the program under way. Eight bureaus nominated 188 persons from 30 States and the District of Columbia for membership.

The Office arranged for six employees of the Department to participate in the Chemical, Biological, and Radiological training course of the Chemical Corps of the Department of the Army at Dugway, Utah.

6. Deferment

Agency proposals for the designation of "key positions" were received but due to the wide disparity of interpretation it has been necessary to negotiate with some of the agencies before a reasonably uniform presentation can be made to the Department's Deferment Committee.

This has been accomplished by the designation of the MODE project to include information on military obligations of employees.

7. Employee-Management Cooperation

At the outset of fiscal year 1963, regulations for implementing E.O. 10988 were issued. These regulations have proved to be quite satisfactory in use during the year. They comprise 8 AR, Chapter 44.5.

As a further aid to those administering the program of employee-management cooperation, as well as to leaders of employee organizations, there was issued in October a Staff Paper, "Employee-Management Cooperation -- Questions and Answers," which contained the full text of the regulations, together with a series of questions and answers. These Q's and A's stated and gave answers to many of the common problems that arise in carrying on the day-to-day program of working with the employee organizations.

In the meantime, the process of recognizing eligible employee organizations continued. At the National level, five organizations had been accorded formal or exclusive recognition, as follows: American Federation of Government Employees (AFGE); National Federation of Federal Employees (NFFE); the Organization of Professional Employees of the Department of Agriculture (OPEDA); the National Association of County Office Employees (NASCOE); and the National Association of Federal Veterinarians (NAFV). (Formalities of recognizing NAFV have not in fact been completed pending final decision regarding the representation unit.)

These five organizations represented a total of approximately 31,000 employees of the Department and of the ASCS County Committees. The practical question arose as to how best to do business with them at the Department level. After careful study of the problem and consultation with the organizations involved, it was decided to establish a USDA Employee-Management Cooperation Council. This was done. The Council first met November 8, 1962, and has since met quarterly to consider broad questions of personnel policy of general concern. A Staff Report regarding the organization of the Council and its plan of work was issued in December as "USDA Employee-Management Cooperation Council."

The first arbitration case in the Department came to a hearing June 13-14, after a long period of preliminaries. The issue hinged on the desire of the AFGE to include professional veterinarians in the same unit with the nonprofessional inspectors in the Meat Inspection Division, ARS. The Department was unwilling to do this, and the AFGE requested that the matter be put to arbitration. Judge Nathan Cayton served as Arbitrator. It is anticipated that his Advisory Decision will be given early in August.

Another precedent action was the holding of an election. AFGE Lodge No. 1940, which had been accorded Formal recognition to represent the non-supervisory, non-professional employees at the Plum Island Animal Disease Laboratory, N. Y., applied for Exclusive recognition to represent the employees in the unit. Since approximately 38 percent of the employees in the unit were members of the AFGE, the request for the election was concurred in and the election was held May 2 and 3. Of 255 valid ballots cast by employees in a unit totaling 279, the AFGE received 217 votes and hence the right to Exclusive recognition.

In order to keep managers and supervisors informed regarding the essentials of the EMC program, a special "Tips to Supervisors" was issued in March. Some 27,000 copies were distributed. New text regarding the program was also written for the Employee Handbook, copies of which were being distributed to all employees at the end of the fiscal year.

4. Intergroup Relations

An Advisory Council of Agency Personnel Directors was organized on November 19, 1962, to assist in planning equal employment opportunity activities and exchange information and techniques to advance this concept.

One of the major accomplishments of the Office is getting acceptance by the President's Committee on Equal Employment Opportunity for USDA to include "race" in MODE program. The first 10,000 names of employees presently in MODE are to be immediately included in a plan to determine the impact of "race" on utilization in USDA. Another project which has been accepted is a study of the use of employees in the USDA Library on the basis of "race."

A survey was made, at the suggestion of the President's Committee on EEO, to determine the degree of utilization of qualifications and skills of USDA employees, GS-5 and below.

Twenty complaints of employment discrimination, filed under E.O. 10925 during the program year, were handled.

The Office actively engaged in recruiting activities at ten Negro colleges and made additional contacts to broaden understanding of Department determination to use qualified Negroes through Elks, Masons, National Urban League, National Bar Association, articles in various news media, and speeches at schools and churches. A pictorial brochure, "Progress in EEO in USDA," is now at press, with a release date of August 1, 1963.

Employment data for seven selected Southern cities was developed on the use of Negro employees and vacancies.

The Office recruited and referred candidates for agency consideration and placement as intergroup relations specialists.

An executive review of the EEO program was held for Department Administrators, Assistant Administrators for Management, and Personnel Directors May 13-14, 1963. The two-day program was opened by Vice President Johnson, Chairman of the President's Committee on Equal Employment Opportunity; Hobart Taylor, Executive Vice Chairman of the President's Committee; and John Hope, Assistant Executive Director for Government Employment of the President's Committee. Second day workshops were geared to expanding agency skills in promoting EEO through affirmative action programs.

Interviews with 45 employees, all but one of whom were non-white, have provided some index on the effect of "race" on job opportunity and advancement in the Department. Some of those interviewed have been promoted as a result of agency visits on problems, some have been placed in training or counseled, and others presented matters on which no assistance was possible.

The Office coordinated inquiry into circumstances surrounding the release of a Negro county agent in South Carolina.

A conference was arranged with the U. S. Employment Service Minority Group Consultant to review the role of U.S.E.S. in Public Works Acceleration Act employment and to safeguard equal employment opportunities.

A brochure on equal employment information, concerning meetings with Presidents and Deans of Negro land-grant colleges, received wide distribution (3,000 copies), including Negro press; Exalted Ruler's Office, IBPOE; Executive Secretaries of National Urban Leagues; Negro high schools; USDA agencies; etc.

A report on the employment of Negroes and Spanish-speaking employees in USDA was prepared and disseminated to all agencies.

Agency reports on problems and progress in the Department were submitted and compiled monthly in the Intergroup Programs office. These reports are the basis of the EEO program in the Department.

9. Personnel Research

This marks the end of the first year of service of the Personnel Research Staff. This staff of three professional psychologists and two staff assistants have contributed much to advancing the effectiveness of personnel management other than the imposing results reported below:

Conferences with the Director of Personnel, other staff members of OP, and agency personnel officers occur on a continuing basis. Advisory services of the Staff have been utilized in connection with a variety of problems, including among others the man-in-job concept and its relationship to biographical and background data; feasibility of establishing a skills and knowledge testing program for Meat Inspectors; identification of ADP talent; rate of progression as related to college major; variations in performance as a function of geographical location; turnover among Engineers; the use of dexterity tests to select part-time workers in cotton grading centers; obtaining statistics on the use of minority groups in the Department; effectiveness of the Department's recruiting efforts in colleges and universities; definition of acceptable level of competence for pay step increases; evaluation of progress in implementing PPRM recommendations; and long-range planning.

Data from the Personnel Flow Questionnaire have been analyzed, and a report of the findings issued as "Personnel Flow in USDA."

The three intra-agency career programs for which original commitments for implementation in MOHR during 1964 were made are FS General Foresters, ARS Plant Quarantine Inspectors, and SCS Conservationists. Subsequently, inter-agency career programing efforts have been initiated (with ADP personnel, Accountants, and Personnel Officers).

Representatives of the Forest Service, Plant Quarantine Inspectors, and Soil Conservationists, in consultation with PRS, are proceeding according to schedule in preparing for the implementation of their MOHR programs by January 1964.

The Staff has continued to work closely with the MOHR Steering Committee and OMASD in specifying research problems related to career planning programs.

An experimental test battery for entering personnel has been developed, and provisions have been made for cooperative interagency test administration. One-day workshop training sessions in testing have been scheduled during the first two weeks in July at Washington, Chicago, Atlanta, Denver, and San Francisco. Administration of the experimental battery will begin shortly thereafter.

Research is under way to develop improved performance evaluation systems. Technical assistance is being provided in the collection and analysis of critical incidents illustrative of effective and ineffective job performance in several occupational areas including Foresters, Soil Conservationists, Plant Quarantine Inspectors, Data Processors, and Personnel Officers. Material now being received both from Washington and from the field will be used in the development of performance record forms. In addition, a statistical analysis of the GS-12 Forester promotion roster has been completed and a similar analysis of the Soil Conservationist promotion roster is being initiated.

In collaboration with the Employee Development Division, a methodology for evaluating management training programs has been developed, and a first report issued as "A Path to Management Development and to the Measurement of its Growth." The Kepner-Tregoe course in Management Problem Analysis and Decision Making was selected for a pilot study. A follow-up of participants in the pilot study and their supervisors is now getting under way. At the same time, advice and training in the application of the technique to other managerial training courses is being provided to a member of the Employee Development Division.

The proposed clearing house for information concerning agency personnel research projects has been established. To date, a number of reports and other information have been received. Several citations of relevant research literature have been made to appropriate agencies.

Liaison has been established and is being maintained with a number of other government agencies and private organizations. Among those with whom Staff members have discussed research of mutual interest are representatives of the Internal Revenue Service, the Veterans Administration, the Army Personnel Research Office, the Civil Service Commission, the Personnel Laboratory at Lackland Air Force Base, and the General Motors Corporation.

The first series of personnel research colloquia for representatives from various agencies and offices has been completed.

Research projects not originally included in the Staff's Work Plans include a study of certain personnel concepts, and a follow-up study of approximately 100 Forest Service employees who took the Kuder Preference Record, an interest test, in 1949 and 1950. A report on the last-named study has been completed and will be issued in July 1963 as "Prediction of Forester Retention and Advancement from the Kuder Preference Record."

10. Classification and Standards

a. Position Classification

Three work plans were approved for this function under the titles of (1) Program Coordination and Leadership; (2) Program Evaluation; and (3) Position and Pay Management for Supervisors.

The objective for (1) was to promote the development of agency work plans on position and pay management activities, inspect operations under those plans by on-site audits, and use reports of the audits to secure improvements in the agency programs. The work plan for (2), Program Evaluation, was closely related to (1) but dealt more specifically with items covered by the Civil Service Commission in its continuous inspection of the classification and pay management function in the Department. The purpose of (3) was to develop informational and instructional material needed by supervisors to increase their understanding of position and pay management principles and practices, and to establish improved methods of communicating with them about the right interpretation and use of this material.

The Classification Council has provided assistance in meeting each of the preceding three objectives. Lack of travel funds and the priority which Council members have had to give work on classification and pay management forms and procedures for the MODE program dealing with automation of personnel data have slowed progress in reaching the objectives. Target dates will be extended and a request for assistance will be made through detail of agency personnel to work on the plans in fiscal year 1964.

b. Occupational Standards

Two work plans were approved for this function under the titles of (1) Guide for Occupational Standards Review, and (2) Validation of Standards for Wage Board Jobs. Preparation of a guide for evaluation of supergrade positions had to be substituted for (1). Validating qualification standards for wage board jobs, which is half the objective under (2) is behind schedule, but completion of this project is expected during the first quarter of fiscal year 1964. The other half

of the project, relative to standards in the Department's Wage Board Manual, may have to be canceled in order to provide time for other higher priority standards projects that have been added to the Division's schedule.

c. Salary and Wage Administration

Three work plans were approved for these functions under the titles of (1) Establishment of Pay Management File; (2) Staff Work for Review Wage Board; and (3) a feasibility study on recentralizing wage rate setting in the Department. Over 100 firms responded to the request for pay management and job evaluation materials sought under the first of these objectives. Similar material from the business and public administration departments of universities will be added to this collection, then catalogued and filed for reference in the Division.

Staff work for the Review Wage Board performed under (2) indicates that the several agencies will adopt more uniform rates of pay for their wage board employees only as they are required to do so. Greater decentralization would apparently produce less uniformity, or at least it would make desirable uniformity harder to achieve. Analysis of several hundred wage rate notices received in the Division during the past fiscal year makes this very obvious. The implications relative to the objective for (3) are also obvious: the rate setting function, if recentralized, would in the long run have an inflationary effect. No further action is being taken on (3) at this time.

11. Employee Development

a. Administration of Public Law 85-507

Department Regulations on Training were updated for the new issue of the Federal Personnel Manual. Extensive delegation to agency heads for approval of training has eliminated over 95 percent of "paper flow" to OP from agencies and expedited training approvals.

Beginning in December 1962, a training newsletter, "Training Opportunity Programs," (TOP), was issued and will continue periodically as a listing of training opportunities which lend themselves to inter-agency participation.

Coordination of interagency training was accomplished by: "TOP," Seminars in Executive Development, Seminars in Middle Management, training officers' seminars, and training officers' luncheons.

Thirty-six Department employees received scholarships or awards for study in fields of research or management. Many were received through national competition. They ranged from three weeks to two years in length, and involved amounts from \$100 to \$13,000.

b. Evaluation of Training

A speaker from the CSC Clearinghouse spoke before the January 1963 Training Officers' Seminar on this subject.

Members of the Division attended 16 interagency training programs and evaluation training sessions in and out of USDA, and served on steering committees, as general chairmen, and as resource speakers.

The Division, the Personnel Research Staff, and the Training Officers from FS and ARS developed a series of before-and-after questionnaires that have been sent to participants of USDA interagency programs and to their supervisors. A report, "A Path to Management Development and to the Measurement of its Growth," was issued by Personnel Research Staff in February 1963. This method of evaluation is now being used for all Department-coordinated training programs.

c. Management Development Task Force Report

The Management Development Task Force Report was issued in final form, "Developing USDA Managers," and distributed by Secretary's Memo No. 1521, December 1962.

Seven Seminars in Executive Development and two Seminars in Middle Management, plus special training programs were developed and conducted.

d. Department-wide Management Intern Program

An extensive recruitment program was initiated and contacts were made with over 70 universities and colleges throughout the United States. All 658 applicants on the Management Intern eligible list received direct communication from the Office. Over 200 individual files were referred to Department agencies for review. In May 1963 the Civil Service Commission approved an amendment to the Department's program permitting hiring and placing of Management Interns at selected field locations.

The Office assisted the Department agencies in the placement of twenty M.I.'s.

A comprehensive Management Intern Training Program was initiated by the Department, which included weekly seminars where M.I.'s met with Assistant Secretaries, Agency Heads, and other Department and Agency officials. All significant programs of the Department were covered during the ten months of weekly seminars. M.I.'s received rotational assignments, performed special projects, attended tours of management and program activities, and prepared evaluation reports. Twelve M.I.'s successfully completed the Department-wide training program.

The provisions of the USDA program, approved by the CSC, have been complied with. In addition, individual periodic interviews with the M.I.'s have been conducted.

Since this is the first full-scale M.I. Program, it has been under continuous study. A three-month evaluation resulted in change of the weekly seminars to include more Department programs. The fiscal year 1964 program will include suggested changes originating from the first year's evaluation.

The Administrative Assistant Secretary has given special emphasis to increased use of M.I.'s. He has written individual letters to Agency Heads and followed through on a personal basis.

Four USDA M.I.'s received special scholarships at George Washington University.

e. Supervisory Training

Fiscal year 1962 Department report showing employees trained in formal supervision courses was issued to the Civil Service Commission in August 1962.

Individual interviews with all Department training officers provided information for the development of Seminars in Middle Management (SIMM).

"TOP" provides for coordination of agency supervisory training programs which will expand with further use of "SIMM" and "SED."

Management Development Task Force Report, "Developing USDA Managers," was issued in December 1962, and OP Staff Paper, "Seminars in Middle Management," dated January 1963, set standards.

Course content for "SIMM" was developed by a task force and issued as a Staff Paper, "Seminars in Middle Management," January 1963.

The fiscal year 1964 schedule for SIMM was issued to agencies in June 1963.

The revision of "Guide Posts for Supervisors" was delayed pending the survey by the Policies and Procedures Division, which was completed in December 1962 and indicated a need for revision. Target date for the new issuance is September 1963.

To determine training needs of supervisors, the Division and the Personnel Research Staff developed a questionnaire covering the entire management field and sent it to graduates of TAM Institutes. A report of results is to be issued in September 1963.

f. Development of Middle Managers

SIMM is for both supervisors and middle managers. Study of this combined training program will be made after the first six sessions to determine if supervisors and middle managers should be trained in the same sessions.

g. Interagency Seminars in Executive Development (SED)

The Administrative Assistant Secretary and the Director of Personnel have given much attention and positive leadership to the SED Program.

A pamphlet giving the complete fiscal year 1963 schedule of the SED Program was issued June 26, 1962. A SED brochure, "A New Dimension in Executive Growth," was issued in March 1963.

The procedure for conducting the SED Program has been a continuing operation, with the staff and Secretary's Management Development Committee perfecting the procedures as the program has advanced. The changes have been based on an appraisal by a team of evaluators of each SED program's effectiveness.

Seven seminars for 216 top level USDA managers, grades 13-18, were conducted at the following locations:

- | | |
|----------------------------|---------------------------|
| (1) Gaithersburg, Maryland | (5) San Dimas, California |
| (2) East Lansing, Michigan | (6) Washington, D. C. |
| (3) Lincoln, Nebraska | (7) Hagerstown, Maryland |
| (4) Tucson, Arizona | |

Reports on the first four seminars have been issued. A consolidated report on the first year of SED will be issued in September 1963.

h. Responsibility Re MODE

A summary report to the Director of Personnel on MOHR and MODE as they relate to training was issued in November 1962.

Procedure for training and retraining as an outgrowth of the use of ADP will be developed for the agencies as their specific needs become known. This problem will be kept in focus and, as needed, Departmental training programs will be initiated.

i. Programed Learning and Gaming for Training

A collection and analysis of select materials on programed instruction, gaming, and creativity has been assembled and is available on loan to the agencies.

Material on training activities and techniques has been issued to the agencies for their use.

A task force has been set up to study the techniques of programmed learning and its use in management development. Members of this group will receive training on this subject through Government and university programs. The task force will be available to counsel with agency training officers.

j. Training Publications and Communications

A file of agency training publications is maintained as reference material.

A telephone survey of needed training materials by agencies was completed in September 1962.

Target date for issuing a new "Guides for Supervisors" is September 1963.

A schedule of subjects and due dates for "Tips to Supervisors" was issued by Director's memo, October 1962.

A survey of the agencies indicated no immediate need for correspondence courses. However, the Division is cooperating with the Office of the Inspector General on training for auditors and investigators, who may use correspondence courses.

The Office of Information has indicated that all training material should be distributed by OP, with only technical and publication assistance from the other staff offices.

Tips to Supervisors: Ten issues of "Tips" were developed and distributed during fiscal year 1963. Nine of these issues were distributed to over 26,000 employees. A special issue on Radiation Fallout was issued to every Department employee. Over 150 special requests for copies of "Tips" from individual citizens, universities, other Federal and State agencies, and foreign governments have been received. Two issues have been reprinted by other Federal agencies for use in their employee development programs.

k. Orientation Training

Although a formal survey of the agencies on orientation was not conducted, suggestions have been invited and informal inquiries made to get ideas for improving the program.

The color slides on "Understanding USDA" for the orientation meetings were updated.

A review showed that the Orientation Section of the Training Chapter, AR Chapter 40, did not need revision.

1. Orientation Materials

The "Employee Handbook" was updated and became a "best seller," with agencies ordering 163,000 copies which were distributed in June 1963.

The "Guide to Understanding the U. S. Department of Agriculture" has been updated and will be issued in August 1963. Agencies have ordered over 20,000 copies.

m. Orientation Meetings

Three Department-wide Orientation Programs, two in Washington and one in Beltsville, were attended by 1,178 employees.

Over 1,800 employees attended a special showing of the award-winning film, "The River."

A special orientation program was conducted for over 500 USDA summer student employees in 1962.

A special orientation program was conducted in June 1963 for the 55 students in the Washington Action for Youth program.

The attendants at orientation meetings were asked for their suggestions on how to improve these meetings. Suggestions received have been acted upon.

n. Orientation - Department's Personnel Program

Orientation and rotation tours were scheduled in OP for over 100 agency employees in nine groups. This is a continuous operation.

The Office analyzed requests and determined training needed by four foreign visitors interested in personnel administration in USDA. Training sessions for these foreign visitors were also planned, coordinated, and evaluated in OP.

o. Secretarial Training

A committee was established in October 1962 to determine what secretarial training programs should be conducted by the Office of Personnel.

Three sessions of the two-day Advanced Secretarial Institute, sponsored by OP, were attended by 139 employees. These Institutes covered specific duties of the secretaries and their relationships to their organization and superiors.

Four Department-wide Telecommunication System training sessions on the new Federal long distance telephone system were attended by 1,800 employees, mainly secretaries.

Over 800 secretaries, stenographers, and typists attended two training sessions on Modern Mimeographing Techniques. Detailed instructions were presented on the use of the Master Copy, using stencils.

p. Joint Committee of the Department of Agriculture and Land-Grant Universities on Training for Government Service

This Joint Committee is composed of a section with seven members from the Land-Grant Colleges and a section with seven members from the Department. This committee, organized in 1936, continues to be one of the more valuable means of maintaining contacts on personnel matters with the "outside." The Director of Personnel serves as a co-chairman with President Colvard of Mississippi State University.

The Office provides the secretarial assistance and much of the leadership for its operation.

Pre-meeting sessions with the Department members, held during the past two years, has increased the Department's use and benefits from this Committee.

The 1963 report on the work of the Committee, issued in May 1963, contained 12 recommendations which have been referred to responsible persons for implementation.

A report which evaluated the work of the Committee was issued in November 1962.

Response to initial "soundings" by the Director of Personnel to the universities through this Committee, on possible cooperation in joint use of ADP for maintaining student-employee records, has been encouraging.

12. Examination and Employment

a. Summer Employment

During the summer of 1962, 564 students from 39 States and the District of Columbia were employed in 12 agencies of the Department in the Washington, D. C., Metropolitan Area. They participated in the White House seminar and were afforded opportunities within the agencies and staff offices of the the Department to become familiar with the programs of the Department. No attempt was made to tabulate the number employed by agencies at field locations.

Information was obtained from agencies as to the estimated summer employment needs for 1963 for both Washington and field stations. Applications were received, analyzed, and referred to agencies for consideration for placement in positions appropriate to the applicant's education and career interest.

Guideline standards for the evaluation and selection of candidates for 1963 summer employment were issued, emphasizing that agencies of the Department would not be influenced to a decision because of race, national origin, sex, political affiliation, or religious beliefs of candidates for temporary summer positions; and that selection would not be subject to political clearance or influenced by political endorsement.

b. Central Interview and Referral

During fiscal year 1963, as of the date of this report, the office conducted personal interviews with approximately 1,800 candidates, referring qualified candidates to agencies' personnel offices for employment consideration. About 2,300 letter responses were written and a like number of inquiries were responded to by furnishing appropriate printed publications.

The Division maintained contact with agencies' employment officers on employment needs and participated in the work of the Interdepartmental Placement Committee to facilitate the out-placement of qualified employees reached in reduction in force and to find qualified candidates for vacancies within the Department agencies.

Information was developed for use in updating recruiting brochures published by other Departments of Government or other organizations in which the Department had an interest. These included three by the Civil Service Commission, one in the field of engineering, one on Federal jobs overseas, and one on summer employment in Federal agencies; the Occupational Outlook Handbook by the Department of Labor; and "Need a Lift," a job opportunity brochure published by the American Legion.

c. Examining

As an outgrowth of the Personnel Policy Review Meeting Recommendation No. 25, a plan was developed to make adjustments in the organizational structure of the Department's board of examiner system. This involved procedures which will place the responsibility for: the development and initiation of announcements; the receipt, review, and rating of applications; the establishment of registers and certification of eligibles; the audit of certificates and the maintenance of records and preparation of reports in those agencies having primary need for positions covered by specific examinations or segments of

examinations conducted by the Central Board of U. S. Civil Service Examiners for the Department; and establishing boards of examiners for individual agencies or groups of agencies at field locations to conduct examinations primarily for field positions not subject to Nation-wide competition and which are predominantly peculiar to the needs of the agency or agencies for which such boards are established. The policy and guideline memoranda to accomplish this have been released.

The Office represented the Department at interagency meetings to develop examining approaches to meet needs in jobs common to many agencies.

Through the Central Board of Examiners, there were developed and put into operation unassembled examinations for plant quarantine and plant pest control inspector, agricultural statistician, veterinarian, student trainee (veterinarian), and agricultural commodity grader (meat).

d. College Recruitment

"Opportunities for Employment in the U. S. Department of Agriculture" was rewritten and 8,700 copies distributed to colleges, vocational counselors, libraries, 4-H Leader groups, Peace Corps volunteers, and others as requested.

A USDA College Recruitment Directory is in the process of development to take the place of USDA Publication No. 45, "Career Service Opportunities in the U. S. Department of Agriculture." This will be ready when the fall school term begins.

Reports on a sampling of 250 college recruitment visits by agency personnel between February 15 and March 31, 1963, are being studied to determine trends and opportunities for improvement. Representatives of the Office participated in career day activities at two of the larger institutions.

The USDA college recruitment exhibit was used at seven Career Festivals or other college functions. There was a saving of \$500 in shipping charges by scheduling the exhibit so it could be shipped direct to one college from another, rather than being returned to Washington each time.

e. Performance Evaluation

A task force issued a Staff Paper, "Appraisal - Key to Manpower Utilization." The Office also issued a Tips to Supervisors, "Requirements for Within-Grade and High-Quality Step Increases," on Performance Evaluation for determining level of competence as required by the Federal Salary Reform Act of 1962. See PPRM Recommendation No. 29.

f. Employee Utilization

Studies were made of: Civil Service Commission inspection reports on methods used by agencies to get maximum use of employee's skills and abilities; methods used to identify employee's skills, etc. through placement follow-up, skills files, multiple appraisals, tests, etc.; and methods used by agencies to eliminate the dead-end job. A task force considered the personnel management techniques which contribute to effective manpower utilization and control. The findings of this group were the subject of the Staff Paper, "Appraisal - Key to Manpower Utilization."

g. Merit Promotion Program

Several agencies were visited and CSC inspection reports reviewed to get preliminary information in this area.

h. Liaison Activities

A roster of employees available for immediate detail to the White House for work in positions of stenographer, typist, clerk, mail clerk, and chauffeur was developed and maintained. Six are presently on detail. During the year, 15 have been assigned.

Arrangements were made to furnish 54 people to serve as monitors or examiners in the conduct of written competitive civil service examinations.

13. Health

a. Use of Health Units

Unit	Number of Cases
Metropolitan Area	31,957
South Building	24,482
Agricultural Research Center, Beltsville	4,181
Plant Industry Station	3,294
Atlanta, Georgia	11,398
Cincinnati, Ohio	1,287*
Evanston, Illinois	2,060
Dallas, Texas	2,008**
New Orleans, Louisiana	3,286
Kansas City, Missouri	4,101***

* Cincinnati, Ohio, Health Unit closed December 1962

** Dallas, Texas, Health Unit closed February 1963

***Kansas City, Missouri, Health Unit opened September 1962

b. Special Cases

Type	Number of Cases
Referred to Public Health	171
Referred home	386
Contagious	6
Referred to Hospital	22
Emergency or Service calls - to scattered office locations (Washington)	97
Beds used	6,878
Patients seen by Dr. Buchanan (Washington) (Some not noted)	442

c. Special Service Programs

Type	Number of Employees
Blood donations	1,699
Polio shots	1,288
Tetanus shots	1,005
Flu shots	6,837
Chest X-rays	5,776
3 Orientation Groups on Health (Mrs. Hackett)	

d. Examinations

Type	Number
Disability Retirement	21
Physical Examinations for overseas assignments	20
Visual efficiency tests	113
Hearing efficiency tests	559
Pre-employment physicals (WAY)	53
Other physical examinations	100

e. Consultations with Supervisors and Personnel
Officers Regarding Employee Health Problems

300+

The Department Medical Officer participated as a lecturer in the following meetings concerned with health and related matters:

Philadelphia, Pennsylvania - for ARS - November 8, 9, 1962
Portland, Oregon - for Forest Service - April 2, 3, and 4, 1963
Philadelphia, Pennsylvania - for ARS - April 24, 1963
Plum Island, New York - for ARS - April 29, 30, and May 1, 1963
Minneapolis, Minnesota - for ARS - May 21, 22, and 23, 1963
Quebec, Canada - for ARS - June 17 through 26, 1963
Washington, D. C. - for FAS, ERS, ARS, FS, and FES in various Supervisor, Secretarial, and employee groups

A publication entitled "First Aid Guide for USDA Employees" was completed as Agriculture Handbook No. 227. The first printing at Government Printing Office called for about 90,000 copies. The publication was slightly revised and sent to GPO for a second printing. GPO will stock this item, and it may be purchased from them.

14. Safety

a. Policies, Programs, and Standards

A revision was made on 8 AR, Chapter 50, on Safety, to incorporate twenty major changes.

A Department report was filed with the Budget Bureau which favored strengthening of the Federal Safety Program by amendment of Section 33 of the Federal Employees' Compensation Act.

b. Reporting System in the Promotion of Safe Working Conditions

The reporting by all supervisors of all accidents was made mandatory, effective January 1, 1962, on a new form (AD-278, Supervisor's Report of Accident). A companion IBM card, AD-279, was devised to transfer the data into reports. See OP memo No. 171.

MDSC has agreed to try to include accident reporting in MODE by January 1964.

Each month all USDA work injury case reports are secured from the Bureau of Employees' Compensation; separated into agency reports; and distributed to appropriate agency safety officers with a comparative summary analysis. Copies are sent to personnel officers, agency heads, assistant secretaries, and program directors.

The annual report of accident statistics, now compiled from each agency's report (Form AD-135), will be made up by the Department's Central Data Processing Facility as soon as arrangements can be made to record the AD-278's in the system.

c. Liaison and Coordination on Safety

The Department Safety Officer was designated as the Department's principal member on the Federal Safety Council.

Fred J. Heinrich, Forest Service, was designated as Department Representative on the Z16 Committee of the American Standards Association, which deals with accident analysis.

The USDA Safety Advisory Committee, organized in 1962, reviews proposed safety policies, standards, and guides; initiates recommendations;

augments the Committee by designating other agency safety representatives to consider specific problems; and submits recommendations to the Department Safety Officer.

The 50th Anniversary of the National Safety Council was recognized with a Secretary's memo.

d. Compliance with Standards

The Safety Officer attended the National Safety Congress in Chicago and met with all USDA representatives from field offices who attended.

The Safety Officer addressed the USDA Centennial Luncheon in Philadelphia, June 5, 1962; met with the Safety Committee of the Eastern Utilization Laboratory, Wyndmore, Pennsylvania; and met with all Forest Service and Agricultural Research Service Division Safety Representatives in Washington.

e. Education and Promotion Program on Safety

Agency Safety Officers were asked to forward to this Office 30 copies of all agency safety material issued. This material was screened and selected items were assembled into Safety Exchange Packets which were distributed to all Safety Officers. This has proven to be an effective service, and provides an excellent opportunity for cross-fertilization of ideas. It is relatively inexpensive and simple to operate.

Eight Safety Exchange Packets were distributed covering 92 subjects, with a covering memo identifying the source, subject matter, and brief synopsis, when appropriate, of the material included in the Packet.

For the use of supervisors in improving and maintaining safe working conditions in over 10,000 offices of the Department, 30,000 copies of an Office Safety Guide were issued. A list of 55 items is included. The Guide is stocked for requisition.

There were 90,000 copies of a 64-page "First Aid Guide for USDA Employees" issued.

Five charts were prepared depicting work injury experience in the Department from 1937 through 1960.

Safety Officers furnish 30 copies of information periodically on serious accidents for inclusion in a series for distribution to all Department agencies. The Federal Safety Council has adopted a similar method of exchanging the same type of information.

Work Injury Reports are issued each month with promotion and educational suggestions.

Articles were prepared for use by the Federal Safety Council, agency news bulletins, USDA Club Exchange, USDA Employee News Bulletin, and the Ag Reporter; active liaison was maintained with the National Safety Council, the Federal Safety Council, and the Bureau of Employees' Compensation.

A series entitled, "Safety Signals," was inaugurated for distribution of information in timely safety topics to agency heads, safety and personnel officers, and for further distribution when appropriate within their respective agencies.

Subjects of Safety Signals:

- (1) Inattention Causes Accidents
- (2) Fatigue Causes Accidents
- (3) Accident Prevention Action - Supervisor's Report of Accident, AD-278
- (4) Vehicle - Safety Belts
- (5) Accident Case Studies -- Fatals, Near Fatals, Groups, etc.
- (6) Career Executive Training in Occupational Safety
- (7) Work Injuries -- 1937-1961
- (8) Off-the-Job Safety
- (9) Do It Now -- With Supervision that Stresses Safety
- (10) Mouth-to-Mouth or Mouth-to-Nose Rescue Breathing
- (11) Medical Tidbits -- Advisory
- (12) Accident Prevention -- Public Health Service -- Department of Health, Education, and Welfare
- (13) Field Safety Council Participation
- (14) President's Safety Award - 1961
- (15) First Aid Treatments - Wounds, Burns
- (16) Safety Resource Materials - National Safety Council
- (17) When Young People Join Your Work Force
- (18) Traffic Safety Workshop
- (19) Daily Guidance of Agency Safety Programs
- (20) On and Off the Job Power Mowing
- (21) Cleaning Agents -- On and Off the Job
- (22) Back Injuries
- (23) It Does Happen To Us
- (24) Program -- 17th Annual Federal Safety Conference, Chicago
- (25) Federal Employees' Compensation Act
- (26) Use of Safety Signals
- (27) Drugs -- Driving and "Synargism"
- (28) Safety Training - Field (Courses Available)
- (29) Safety Training - Field (Additional Courses)
- (30) Using Grinding Wheels Safely

Personnel Memo No. 171 summarizes all supervisors' reports showing the nature, causes, and costs of accidents and injuries for calendar year 1962, with agency comparisons and positive suggestions for action needed and a means of strengthening the program where weakness shows.

The Department annual report on injury frequencies and severities is now being processed, based on AD-135's.

15. Welfare

a. Pre-retirement Counseling

An ad hoc advisory committee on retirement counseling, after a study of available materials, planned and conducted a retirement counseling series of six lectures with an average attendance of about 500.

Retirement Kit: In order to reach field employees, a retirement counseling kit was developed consisting of six pieces of selected material. 33,200 of each item were ordered.

b. Employment of the Handicapped

A Tips to Supervisors was issued on "Hiring the Handicapped." Coordinators were appointed in each agency having delegated authority for the purpose of promoting the employment of the handicapped.

The Welfare Officer served on the Civil Service Intra-agency Committee for the Employment of the Handicapped.

c. Fund Raising

Arrangements were made for appointment of coordinators in appropriate agencies, also for appointment by the Secretary of a campaign chairman for both UGF and the National Health Agencies - Joint Crusade campaign. The Office oriented the chairman, gave him necessary advice and guidance, and maintained liaison through the drive. Contributions to both campaigns established records.

d. Special Days

Arrangements were made for the observance of 11 special programs and ceremonies.

e. Employee Welfare

Necessary liaison was maintained with agencies and employee organizations on matters relating to employee welfare.

f. Bulletin Boards

Regulations were issued on the use of bulletin boards in the Department.

g. Agency-Employee Relations Programs

Liaison was maintained with agency counselors and other staff officials on problems relating to the welfare and morale of employees.

h. USDA Clubs

Special efforts were made to activate and organize USDA Clubs in 50 different areas. As a result, 15 Clubs have been organized, with a total at the present time of 42.

i. Foreign Decorations

A report was made to the Department of State of all employees for whom the State Department was holding foreign decorations or gifts.

j. Overseas Voting

Arrangements have been made for the State Department to service employees of this Department while overseas with voter information.

16. Incentive Awards

a. Annual Honor Awards Ceremony

The 17th Annual Ceremony was held May 17, 1963, at the Sylvan Theater. A new system of rating honor award nominations resulted in about 45 percent being selected, as compared with 63 percent the previous year. Recognition was extended for the first time to a State Department of Agriculture employee. The Secretary presented six Distinguished Service Awards and 85 awards for Superior Service.

Vice President Lyndon B. Johnson was guest speaker. Award recipients, their families, employees, Congressmen, and officials of other Government agencies attending totaled 5,000.

About 7,000 ceremony programs were distributed to those attending the ceremony, agency field offices, colleges for recruitment purposes, libraries, etc.

(See OP-475 in "Projected Work Plans for Fiscal Year 1964" for more details about this function.)

5. Review of Incentive Awards Program

PPRM 84 - To appoint interagency work group to study honor awards system. Task Force on Incentive Awards had final meeting and made recommendations to Director of Personnel. Study of honor awards program continuing with Interagency work group.

PPRM 85 - To work with agencies to develop guides and procedures for placing major reliance on supervisory judgment when justifying and documenting performance awards. It is not feasible at this time to initiate this action due to the obvious effect of the new quality increase authorized under the Pay Reform Act of 1962.

PPRM 86 - To increase agency head's authority to approve cash awards from \$500 to \$1,500 and from \$1,000 to \$2,500 by the Director of Personnel. This delegation of authority was implemented by Office of Personnel Memo No. 26, Rev. 9/19/6 .

PPRM 87 - That cash awards be based on merit irrespective of the grade. This recommendation not approved. Following discussions by the Program Review Board and survey of other Government agencies' policy, the Administrative Assistant Secretary directed that prior approval be obtained from the Director of Personnel on all cash awards to incumbents of Grades GS-14 and above. OP Memo No. 26, Rev. 4/18/63, implemented this directive.

c. Honor Awards Program Review

Standards and criteria for honor awards were discussed by the Interagency Awards Committee -- no changes advisable.

A new point rating selection system for honor awards has added objectivity and clarity to the nominations and facilitated the selection process. This procedure will be continued. Consideration of the type of recognition for honor awards is continuing, e.g., plaques instead of medals, etc.

Numbers granted each year were studied. Determination was made not to set a fixed number of awards. Committees were encouraged to be very selective and to approve only the strongest cases.

Reports prepared:

"List of Honor Award Recipients Who Attended Purdue 1947-48," for Centennial Observance.

"Honor Awards Made to Staff Office Employees, 1947-48," for the Administrative Assistant Secretary.

"Awards Program for Scientific and Engineering Personnel," for the Civil Service Commission.

"Study of Degrees Conferred on Honor Award Recipients, 1958-1961," for information of Land-Grant Colleges.

d. Cash Awards Program

Criteria were established as basis for determining sustained superior performance of six months for which cash awards may be granted. No action was taken.

Four cases over \$500, or \$1,500 after September 19, 1962, beyond authority delegated to agencies, were processed.

The Office processed 22 cases -- awards to incumbents of positions, Grades 14-18, after April 18, 1963.

Report prepared:

"List of Cash Awards to Incumbents of Grades 13 to 18."

e. Size of Group Cash Awards

It is preferable to leave this to agencies to determine within delegated authority, depending on funds available and level of contributions.

f. Employee Suggestion Program

The processing of 117 employee suggestions referred by USDA agencies to this office was initiated.

Also, 26 employee suggestions referred from other Government agencies were processed.

A project was started to revise current intangible awards table. Target date for completion -- September 1, 1963. Policy and procedure is under review concerning evaluation and recommendation of cash to be paid by agencies benefitting from adoption of suggestion. Target date -- September 1, 1963. Very little promotion of suggestion program was accomplished due to limited staff time available.

Curtailement of areas of Incentive Awards Program is under consideration. Additional awards programs are also being considered.

Since the staff study of program is incomplete, no meeting of Department Employee Awards Committee is scheduled for this purpose.

Revision of 8 AR, Chapter 62, has begun. Target date for completion is July 1963.

g. Outside Recognition

The procedure for "Outside Recognition" Programs has been reviewed. The Civil Service Commission continues to negotiate with sponsors to spread awards throughout the year.

The Office prepared announcements, established procedure, and processed nominations for the following non-government sponsored awards:

Career Service Award (National Service League)
Federal Government Accountants Association Award
Federal Woman's Award
Arthur S. Flemming Award
William A. Jump Memorial Award
Presidential Award
Horace Hart Award
Rockefeller Public Service Award

h. USDA Employee Awards Committee

The functions of the USDA Employee Awards Committee were reviewed. No changes were made. Further review will continue.

i. Suggestion Program

Suggestion Program promotion was not accomplished due to limited staff.

One "Suggestion Digest" of adopted suggestions referred to other agencies was issued. In the future, such suggestions will be incorporated in the annual or biannual reports to agencies.

j. Review of Agency Programs

Agencies were encouraged to develop evaluation programs fitted to their agency organization pattern and needs with consultation and advice from this Office. Informal discussions held with agency awards officers were based on Civil Service Inspection reports.

k. Meetings

Meetings of ARS, AMS, OMS, SCS, and ASCS agency awards officers beginning January 1963 were initiated. These will be formalized and meetings made regular as progress indicates.

l. Orientation Materials

This Office participated with the Director in the development of visual charts for special use.

m. Reports of a General Nature Prepared

Annual Report of Incentive Awards Program for Civil Service Commission.

Annual Report, Fiscal Year 1962, provided agencies. The format will be revised beginning with Report on Fiscal Year 1963.

Study of all known awards, which are non-government sponsored and open to USDA employees, for Administrative Assistant Secretary.

Report to Civil Service Commission regarding Awards of Special Interest (FY 1961).

17. Policies and Procedures

a. Policy, Rules, and Regulations

A complete first draft was developed of the slip-sheeted version of all of Title 8 to conform to the revised format and content of the Federal Personnel Manual. This will eliminate approximately 3,600 lines of Department regulations.

The slip-sheeting system was adopted to the Disaster Administrative Regulation by incorporation of the CSC National Emergency Standby Regulations. This eliminated 50 pages of Department regulations.

The chart governing prior approval classification and employment actions was simplified and consolidated.

The Letter of Authorization employment procedure was eliminated.

The Personnel Policy statement contained in 8 AR, Chapter 1, was revised and issued after consultation with agencies and employee organizations.

The Office handled for publication 330 personnel notices and changes in regulations. In addition, 40 issues of Latest Management Notes, Office of Personnel (LMNOP), were prepared and published.

b. Systems and Statistics

Training guides and devices (flow charts, master guide forms for proper completion, etc.) were developed and issued to agencies for better understanding and application of the processes involved in ADAM input under the MODE program.

A process was developed for the practical elimination of the need for submission of the position description form AD-332 to the MDSC for ADAM input.

The Office worked closely with ONASD in explaining technical personnel aspects, in modifying procedures and policies, and in obtaining approvals of exceptions to standard forms to assist in the implementation of the ADAM program.

The survey of needs to develop the skills inventory phase of the MODE program was initiated.

The Office prepared 131 recurring and special employment reports.

c. Case Reviews and Grievances

Forty-seven grievance appeals were handled -- one involved a formal hearing.

In conjunction with the Division of Classification and Standards, evaluation criteria for super grade positions were developed and 265 recommendations for super grades were evaluated; also, follow-through was maintained with the Civil Service Commission.

The Office processed 1,289 prior approval actions.

Another revision was developed of prior approval control sheet AD-67 to reflect new justification data required in support of the recommended actions.

d. Organization

A master organization and classification incumbency control chart involving key positions was established.

A new chapter, Organization Planning and Control, was issued, setting standards and guidelines to assist agencies in effective organization of functional responsibilities.

The Office participated on task forces concerned with the feasibility of consolidating common services activities, organization-management survey of CSESS, organizational problems of the Department as a whole, and development of employee appraisal programs as a key to manpower utilization.

The annual organization report for the Department was prepared for the Senate Committee on Government Operations.

The Office reviews and recommended the approval of 84 new or revised functional organization charts of all types (over-all agency realignments and/or subdivisions thereof).

18. Security and Employee Conduct

a. Disciplinary and Appeals Process

The most significant accomplishment during the past year has been the establishment of the Departmental Appeals System (PPRM No. 57), the appointment of approximately 225 Hearing Officers, and the conduct of 12 Training Sessions for Hearing Officers and employees who have administrative and personnel responsibilities under this program.

E.O. 10987 established the Agency Systems for Appeals from Adverse Actions, effective as to all adverse actions July 1, 1962.

To fully implement the new appeal system, the Office developed all necessary procedures, which included the issuance on June 11, 1962, of a revised 8 AR, Chapter 58, which (1) delegated authority, effective July 1, 1962, to those agencies which have complete employment authority, to effect removal of any employee; and (2) established a system of Departmental Appeals from agency adverse actions effective with respect to such actions initiated on or after July 1, 1962, as required by E.O. 10987.

To assist agency personnel responsible for handling adverse actions, this Office prepared sample letters of charges and decisions, and furnished advice concerning the processing of adverse actions.

This Office developed the "Hearing Officers Manual, USDA," issued in July 1962 for use by Hearing Officers in conducting hearings on appeals pursuant to E.O. 10987 from agency adverse decisions. The Civil Service Commission based much of its "Guide for Hearing Committee Members Conducting Hearings on Employee Appeals," issued November 1962, on this Hearing Officers Manual, and makes frequent reference to the Manual in the courses conducted for Government officials.

Appeals have been received from 19 employees and to date 15 hearings have been conducted under the Departmental Appeals System. Twelve of these cases have been closed.

The agencies of the Department were requested to nominate two individuals for each Civil Service Region and Washington, D. C. to serve as Hearing Officers, which resulted in approximately 225 Hearing Officers being appointed for 3-year terms. Individual authorities were later issued by number to each Hearing Officer to administer oaths.

In addition to the Hearing Officers Manual, "Extracts of Judicial Decisions Relating to Appeals" was issued December 1962 and sent the Hearing Officers for guidance.

From December 1962 to June 1963 this Office conducted 12 training courses for Hearing Officers at Atlanta, Dallas, Albany, Harrisburg,

Berkeley, Seattle, Chicago, St. Louis, Denver, and Washington, D. C. Over 270 employees participated in these two-day sessions, of which about 190 were Hearing Officers. Each participant was given a kit of all the printed materials listed which were used in the discussions.

This training included practice sessions in conducting hearings. Two cases of appeals from adverse actions were used, and participants were assigned parts to play as the employee who appealed, the hearing officer, the agency and the employee representatives, and witnesses for the employee and the agency. Actual participation and criticism of the conduct of the mock hearing gave the participants an opportunity to observe the appeals system in operation.

A Staff Paper, "Disciplinary Guide," was sent agencies in draft form for comments from all who used or reviewed it in any way. A final "Disciplinary Guide" including sample disciplinary letters, a listing of regulations governing adverse actions for employees in different status, a Table of Penalties, and a copy of 8 AR, Chapter 58, will be issued later this year.

When authority was fully delegated to the agencies to process their own disciplinary actions (PPRM No. 56), they were requested to furnish the Office with copies of the disciplinary correspondence -- letters of charges, answers to charges, final notice of decision, etc., resulting in approximately 1,100 actions taken under delegated authority being submitted for post audit. The Office handled 23 disciplinary cases through March 1963 which were beyond the authority delegated to the agencies.

b. Security Process

The Civil Service Commission agreed to screen results of NAC&I requests and submit directly to agency employment officers those cases which do not contain reports or summaries of investigation. Cases with reports are referred to this Office. Agency employment officers were delegated authority by Personnel Memo No. 146, dated 10/3/62, to handle all adverse NAC&I's except sex offense and financial dishonesty cases, which are referred to this Office.

Even with this new procedure for NAC&I's, the Office reviewed and referred to the agencies over 1,500 cases. Last year 1,012 such cases were processed. A slight decline has been noticed since January in the receipt of the NAC&I files.

By the end of June it is also estimated that about 938 security clearance cases will have been processed for sensitive positions, access to classified material, and foreign assignments. Compared with last year, there will be an increase of about 274 such cases. Approximately 40 of these clearances were based on full field investigations conducted for another Department or agency, thus saving this Department about \$14,000.

Prior to July 1962, this Office was required by the State Department to certify Department employees each time they attended an international conference accredited by State. Effective August 1962, employees' certifications would be valid for one year from the date of certification. By June 30, 1963, approximately 900 cases will be cleared for foreign travel and/or attendance at international conferences.

The clearances for members of the Secretary's Agricultural Advisory Committees will be about the same as last year -- about 1,000.

The number of clearances processed under the Government Employees Training Act is approximately 222 this year compared with 123 last year.

A revision of 8 AR, Chapter 59, on the Personnel Security Program was issued in January 1963.

It is estimated that this Office will have received 2,500 new cases by the end of June 1963, irrespective of the delegation of disciplinary authority and action on NAC&I's by the agencies. This compares with the total of 2,717 cases received last year.

In compliance with White House directives on employee conduct and conflicts of interest, this Office prepared and circulated to all employees a memorandum in November 1962 under the title "Conduct on the Job."

This Office revised and issued 8 AR, Chapter 55, Conduct of Employees.

Revision has been made of 8 AR, Chapter 13, giving the suitability requirements for Government employment, which completes a specific assignment in this area growing out of resolutions adopted at the Personnel Policy Review Conference of September 1961.

The Office is assisting with the revision of Standard Form 68, Statement of Pecuniary Interests and Outside Employment, which resulted from the President's memorandum revising standards of conduct for Consultants and Advisors issued May 2, 1963.

The Chief of the Division has served on a Department Task Force working on new instructions for the handling and use of Administratively Confidential material in the Department, and on a Civil Service Commission Task Force on disciplinary actions and appeals in the Government service.

c. A Summary Which Compares the Workload for Certain Types of Actions

<u>Item</u>	<u>Fiscal Years</u>	
	<u>1963</u>	<u>1962</u>
Total Security Clearances issued	938*	664
Security Clearance actions processed	980	778
Security Clearances canceled	532	491
Investigation reports returned to CSC	300	403
Clearance certifications to other agencies	1,510	1,441
Foreign Travel and International Conferences	900	758
FBI name checks	550	837
Advisory Committee name checks	1,000	1,083
Training Act Clearances	222	123
Security Considerations - FBI (209 on hand)	45**	75
Security Violations	18	20
National Agency Checks and Inquiries	1,500***	1,012
Disciplinary Actions		
Post Audit of actions under delegated authority	1,100***	335
Cases processed by this Office	27***	78
Suitability Determinations	1,145	NA
Appeals under Department Appeals System	18	NA
New Cases received in Office	2,500	2,717

* Approximately 40 of these clearances were based on investigations conducted for another Department or agency. This saved USDA approximately \$14,000.

** Decrease in completed cases because of conduct of Appeals Training Courses by Staff Members.

*** Further delegation of authority made to agencies.

SECTION 4

**Report on
special activities**





SECTION IV

REPORT ON SPECIAL ACTIVITIES

The preceding Sections II and III cover the formal work planning of the Office. This Section gives an insight into the scope and extent of activities participated in by members of the office staff which have not been previously reported. Most of these cannot be planned very far in advance, but are important and oftentimes essential.

Most of the activities of the Director are of this type and are given first.

Summary of Activities of the Director of Personnel

As fiscal year 1962 was a year of factfinding and inventorying personnel management needs, this fiscal year -- 1963 -- has been a year of changing directions from largely operations to planning towards meeting immediate and long-term demands for leadership and service in personnel management.

1. Administration of the Office: In the administration of the work of the Office of Personnel, special emphasis was given to reassignment and development of staff through those activities.

During F.Y. 1963, the Director held 41 regular Friday morning Staff Meetings with the top staff of OP. The policy established on May 25, 1962, of having these Staff Meetings opened for attendance to GS-12's and 13's, has been continued at their request. The purpose of this is to contribute to their growth beyond the scope of their technical operations.

In addition to the regular Staff Meetings, the Director's staff has been called in on a number of occasions when some special circumstance warranted apprising them of developments and, for the Director's benefit, to get the impact of their reaction.

2. Professional Leadership: Specific efforts were directed towards developing concepts basic to meeting the personnel management needs of the future.

a. Long Range Planning in Personnel Management

The Director initiated the program of long range planning covered in Section I.

b. Assistance with MODE (ADP)

Gave ten talks at Seminars held by the Civil Service Commission on Automatic Data Processing in Personnel Management. These Seminars

were held for Senior Executives, some for Management Interns, some were Training Sessions and others on Orientation to ADP.

Made talks on ADP at various miscellaneous meetings held by agencies in USDA.

Made talks to other agencies of government on ADP: By HEW in November 1962; Coast Guard in January 1963; again by HEW in May 1963; and in October 1962 was invited by the ADP Committee of the CSC to give a showing of MODE slides.

Outside government, gave talks on "The Application of ADP in the Management of Human Resources" at the Society for Personnel Administration, American Society of Training Directors' Conference held in Hagerstown, Maryland (April 1963). Served on a panel at an all-day meeting of the Society for Personnel Administration (April 1963) at their 2nd Annual Conference - title of discussion "Automation in the Civilian Agencies."

In August 1962 was co-author with Shirley Oswalt, OMASD, of an article "Operations Research and Personnel Administration (MOHR)" for possible publication in an SPA booklet.

As Lecturer in the USDA Graduate School gave two lectures on ADP to top government executives.

In addition, have held or attended meetings on the subject of ADP with: Administrative Assistant Secretary Joseph M. Robertson on two occasions in meetings called by him with other Department officials; two with Personnel Officers, one of which included the Deputy Administrators for Management, to hear a talk on "Computer Technology in '73" given by a representative of IBM.

In May 1963, accompanied by two representatives of the Civil Service Commission, visited the Data Processing Center in New Orleans, Louisiana, to completely orient these officials to the work being done there in ADP.

c. Labor-Management

During the year, met with individuals or groups of representatives of employee unions or organized groups on twenty-eight occasions - including both Washington and field. These, in our efforts to implement the President's E.O. 10988, as follows:

AFGE; Employee-Management Council; NASCOE; Employee Council; NFFE; Meat Inspectors' Council; OPEDA; NAFV; Plant Quarantine Group; and National Joint Council of Meat Inspectors;

Gave testimony at a formal hearing on a dispute between USDA and AFGE before Labor Department's Judge Nathan Cayton;

Was keynote speaker at the Biennial Convention of the AFGE held in Seattle, Washington, August 31, 1962 and on Labor Day signed the first exclusive bargaining agreement ever written between a Federal agency and a union under E.O. 10988.

d. Intergroup Relations

In July 1962 an Assistant to the Director for Intergroup Relations was added to the staff of the Office of Personnel. This was our effort to implement the provisions of the President's Executive Order 10925 on Equal Employment Opportunity.

Also in July and September 1962 met with faculty staffs at Negro colleges in Greensboro, N. C., Orangeburg, S. C., and Ft. Valley, Ga., in connection with equal employment opportunities for Negroes in USDA.

In January 1963, attended a meeting of the President's Committee on Equal Employment Opportunity. In May 1963 held a 2-day meeting on equal employment, attended by Vice President Lyndon B. Johnson.

From June 6-13, 1963, met with Civil Service Commission and USDA agency officials in Jackson, Miss., Montgomery, Ala., Birmingham, Ala., Memphis, Tenn., Nashville, Tenn., Atlanta, Ga., and Raleigh, N. C., in connection with emergency situations which had arisen on equal employment.

e. Personnel, Training and Classification Officers

Held approximately seventeen meetings with the Personnel Officers of USDA to discuss special problems as they arose. In addition, more than ten meetings were held with them wherein a special program was presented, several of these being luncheon meetings for which a speaker was provided on a topic of pertinent interest.

Visited twelve Personnel Offices of USDA agencies. Met and talked with all employees in these offices.

Attended four Training Officers Seminars and one Training Officers Luncheon.

With all classification workers of the Department, attended a meeting of the Classification Council, held with Mr. Seymour Berlin of the Bureau of Inspections of the Civil Service Commission.

f. Agency Heads and Deputy Administrators for Management

Attended four meetings involving either Heads of Agencies or Deputy Administrators for Management covering various subjects, i.e., research intern program; personnel research; Federal Executive Boards; computer technology in '73.

g. Speeches and Lectures or Panel Discussions - D. C. and Field

Have given approximately thirty-six speeches, lectures or panel discussions in Washington, D. C., eighteen of them on ADP. The balance concerned with various aspects of personnel management.

Have made approximately 25 speeches in the field. These were in various parts of the U. S.:

Alabama, Massachusetts, Maryland, Georgia, North Carolina, Florida, Pennsylvania, Louisiana, Mississippi, West Virginia, Minnesota, Washington, Illinois, South Carolina, and Tennessee.

At both the D. C. and field meetings, these speeches were made before a variety of groups:

Various State groups (in different States) of the NASCOE (National Association of State & County Office Employees of ASCS); a national convention of an agricultural fraternal organization; USDA employees; employee groups and unions; personnel technicians; government executives; other government agency groups; Graduate School classes; professional personnel associations; four USDA Clubs; Seminars in Executive Development; Seminars in Middle Management; etc.

h. Contacts through One-Shot Meetings with a Variety of Individuals

Have met with fifty-eight different groups of various types of individuals, both in and outside the government, on official matters either in meetings, conferences, or luncheons. These were one-shot deals on a particular project to be handled or disposed of at that particular meeting. These were all in the Washington, D. C. area.

One of these which was of primary interest to all employees of the Department was a meeting with representatives of the D. C. Transit Co., D. C. Highway Department, Washington Metropolitan Area Transit Commission and a representative of all our employees in the person of the President of the Employee Council. Purpose was discussion for better bus and traffic facilities for USDA employees and met with successful outcome.

i. Service to Boards, Committees and Groups of Which Director Serves Either as a Chairman or Member

Attended twenty-nine meetings, eight of which involved Graduate School; four, the Joint Committee on Training for Government Service of the USDA-Land Grant Colleges; seventeen miscellaneous such as Committee on Physically Handicapped; Savings Bonds; Health Campaigns, Awards, etc.

j. Participation in Professional Personnel Societies

Attended fourteen meetings in connection with membership in the Society for Personnel Administration and as a member of the Executive Committee of the Washington Chapter of the Public Personnel Association. Some of these meetings involved participation on a panel, making a talk, or listening to one.

3. Communication with Employees: Attended twenty-seven group meetings involving activities touching USDA employees in various agencies of the Department here in D. C. These included such as:

Meeting with Student Council of Summer Employees of 1962; meeting with Management Interns; groups of field employees sent in to D. C. for personnel training; awards ceremonies of agencies and the annual Honor Award Ceremony; employee luncheon meetings at which Director usually made a talk; agency Christmas parties as well as emceeding Department Christmas party; retirement parties for USDA employees; and orientation meetings.

Met with employees in USDA Clubs in Amherst, Massachusetts; Gainesville, Florida; Raleigh, North Carolina; and Jackson, Mississippi. On trips to the field, which do not specifically involve a meeting with a USDA Club, usually make a special point to visit with employees in the offices of whatever area of the country visited.

4. Communication with the Civil Service Commission: On five occasions met with CSC representatives on various subjects:

With their Inspectors to discuss MODE, MOHR and projected Work Plans; on CSC's inspection of the Office of Personnel; on removal case; with the CSC Executive Director's Office in company with the Administrative Assistant Secretary to discuss Management; on summer employment with the CSC Inspection Division; and attended CSC's Interagency Advisory Group meetings held with all government Personnel Directors every first and third Thursday.

Gave talks at three special meetings set up by CSC:

Sept. 20, 1962: Chaired a Personnel Director's Panel at CSC's Washington Agencies Recruitment Conference on "Recruitment from the Viewpoint of the Personnel Director."

Oct. 25, 1962: Talked at the CSC Interagency Training Program and on Job Classification and the Management Process.
May 23, 1963 Title: "What Top Management Expects Its Classification Program to Accomplish."

5. Contacts with Members of Congress and Others on Hill, Budget Bureau and White House: Attended a one-day meeting with Administrative Assistant Secretary and the Executive Assistant to Secretary Freeman with Staff Members at White House in discussion of personnel matters. Gave testimony at both House and Senate Appropriations Committees. Participated in hearings on budget at Budget Bureau. Appeared before the Senate Internal Security Subcommittee.

6. Miscellaneous Meetings with Department Officials, et al: Attended two meetings on Defense; three meetings on Equal Employment Opportunity; four on Manpower Utilization and Controls; two of Program Review Board; four Personnel Research Colloquia; one on PERT program; two on SIMM (Seminars in Middle Management) program; Career Development Task Force; MOHR Task Force; meeting with Secretary's top staff; Under Secretary's office with the Administrative Assistant Secretary and the Executive Assistant to the Secretary on supergrades; meetings with Agency Heads and Administrative Assistant Secretary and Personnel Research top staff to discuss research intern program; Personnel Research; meeting with Administrative Assistant Secretary and Deputy Administrators for Management on Federal Executive Boards; etc.

7. Personal Contacts and Correspondence: Had appointments with over 3,000 individuals -- an average of 16 a day - from both in and outside the Department. These were over and above group meetings, conferences, etc.

Approximately 4,803 pieces of mail passed over the Director's desk. Of this number, over 2,000 were for his signature; over 1,100 for his review and approval; and over 1,600 referred by him for action by his Staff. This represents a daily mail-attention average of slightly over 26, none of which was of a routine nature.

Results of Other Activities Performed by the Staff

1. Personnel Legislation: A number of legislative proposals of special concern to personnel of the Department were initiated during the fiscal year. In addition, a substantial number of proposals originating elsewhere were reviewed and reported on. Through the medium of the Employee-Management Cooperation Council, efforts were made to reach a meeting of minds with the representatives of employee organizations on all significant legislative items that were expected to come up for consideration. Matters of special interest to leaders of the employee organizations were the following: (1) the anticipated proposals of the Administration regarding pay; (2) optional 30-year retirement; (3) increased allowances for movement of household goods and families on change of station; (4) Federal-State retirement; (5) payment of travel expenses of those being interviewed for jobs; (6) amendment of FEGLI to permit employees to buy additional units of life insurance and to reduce the rate and amount of decline in coverage after age 65.

2. Liaison with the Manpower Utilization Sub-Committee: Quarterly reports have been made to this Committee which included: Employment in the Department; employment trends; and actions to improve utilization of manpower. Special items were supplied where requested or appropriate.

Reports issued:

An annual report "Highlight Report from the Director of Personnel, Fiscal Year 1962" was issued July 10.

A report "Anniversary Report on the Results of the 1961 Personnel Policy Review Meeting" was issued October 1962.

A report "Status of Recommendations Made at the 1961 Personnel Policy Review Meeting" issued August 17, 1962, was designed for getting evaluations from participants of the meeting to be used in the Anniversary Report mentioned above.

3. Supergrades: The Federal Salary Reform Act of 1962 (P.L. 87-793), approved October 11, 1962, provided for an increase in the numbers of positions in grades GS-16, 17 and 18 under the numerical limitations. It also provided for exclusion from the numerical limitations of those positions at those grade levels in engineering which are concerned with research and development, and professional positions in the natural and physical sciences and medicines.

In anticipation of enactment of this legislation, the Office of Personnel had requested each of the agencies to identify their most urgent needs, and to submit recommendations for positions that might become available under the new legislation. Concurrent with this, the Office of Personnel undertook the development of internal classification guides to be used in the evaluation of agency recommendations.

A special task force selected from within this Office made an intensive review and evaluation of the positions recommended by the agencies for allocation at grades GS-16, 17, and 18. A total of 265 positions were reviewed and evaluated with the result that 96 of these were submitted to the Civil Service Commission to be approved under the numerical limitations, and 69 positions were recommended for exclusion from the numerical limitations.

Prior to receipt of the Department's allotment of supergrades provided for under this new legislation, we had a total of 138 supergrade positions, all of which were subject to the numerical limitations. As a result of new allotments, we now have 185, of which 138 are subject to numerical limitation, and 47 are in the exempted category.

4. Reclassification of State Positions: Action was taken on requests to reclassify State Conservationist positions in the Soil Conservation Service and State Statistician positions in the Statistical Reporting Service. As a result, a combined total of 13 program leadership positions at the State level in those two agencies were placed in grade GS-15 -- the first time in the history of the Department for any significant number of field positions to be classified in that grade in agencies whose field work is organized on a State basis.

5. Occupational Standards Program: Eighteen occupational standards projects were completed and three additional projects were started on which staff specialist services were provided by Classification and Standards Division during the fiscal year. Of major importance in terms of number of positions affected in the Department were:

1. Classification and qualification standards for meat and poultry inspector positions - approximately 3,784 positions
2. Classification and qualification standards for economist positions - approximately 694 positions
3. Classification guide for farm management loan positions - approximately 2,379 positions
4. Classification and qualification standards for personnel, clerical and assistance positions - approximately 267 positions
- **5. Classification and qualification standards for professional forester positions - approximately 4,888 positions
- **6. Classification and qualification standards for agricultural marketing specialists - approximately 605 positions

**In process as of June 30, 1963

****7. Classification and qualification standards for administrative officer and administrative assistant positions - approximately 927 positions**

6. Salary and Wage Administration Function: Regulations were revised and interpreted, new regulations prepared, and technical assistance given to agencies on current pay management projects and problems as the need for the rules, interpretations, and other assistance was based included the Federal Salary Reform Act of 1962, the Work Hours Act of 1962, and the Public Works Acceleration Act. Administrative regulations governing the overtime, night, and holiday pay of export-import inspectors and the regulations on shift rates for wage board employees were completely revised during the year.

7. Employment Under Public Works Acceleration Act: The Department was allotted funds under authority of P.L. 87-658 for the employment of personnel in positions of a project nature. The Office of Personnel and representatives of the agencies most directly concerned participated actively in the development of proposed procedures to be used by governmental agencies in effecting such employment, and assisted the Civil Service Commission in the development of an appropriate excepted authority under which such persons could be engaged. Following this, a legislative proposal was developed and recommended which if adopted will make possible the employment of such persons under simplified procedures and exempted from most of the ordinary requirements applicable to regular employees.

8. WAY (Washington Action for Youth): During the spring of 1963, a plan was developed on an experimental basis for employment of disadvantaged young people from the Washington metropolitan area. The Department participated in this by providing approximately 85 summer employment opportunities.

9. Youth Conservation Program: Legislative proposals are now pending which, if enacted, would provide for the establishment of a Youth Conservation Corps. The Department is participating with an interagency committee that has been established to develop plans for the implementation of the program should the legislation be passed.

10. Special Developmental Programs

a. Management Decision Making and Problem Analysis: Eight five-day sessions of Kepner-Tregoe Management Decision Making Programs, attended by 104 officials, were coordinated by the Employee Development Division. An additional eight sessions for 120 officials have been scheduled for F.Y. '64. Location and dates of these sessions can be found in Plan OP 200, "Projected Work Plans for Fiscal Year 1964." This

program has been hailed by officials as one of the best training experiences available.

b. Agricultural Congressional Operations Program: This program was developed to supplement the Congressional Fellowship Program sponsored jointly by the American Political Science Association and the Civil Service Commission. Seven USDA employees who were not selected for the main Internship served six weeks each, as staff assistants to Kenneth Birkhead, Legislative Assistant to the Secretary. This program (January - August each year) was developed and is coordinated by the Employee Development Division.

c. Radiation Fallout Lecture Series: The Employee Development Division assisted in conducting 26 lectures on radiation for over 10,000 Washington and Beltsville Department personnel in November 1962. This series was also presented to 2,500 CSC personnel and the Division provided assistance for these presentations. The Division also edited and coordinated the publication of a "Tips" on radiation which was issued in November 1962 to all Department employees, plus 4,500 copies for all CSC employees.

d. Training Program for North Carolina ASCS County Office Managers: The Employee Development Division was requested to assist in planning and conducting a training program for ASCS county office managers in North Carolina. Tentative plans and course content were completed by the Division in cooperation with the ASCS State Office and the University of North Carolina which resulted in 115 employees being trained in four two and one-half day seminars. Members of the Division participated in the pilot session to get it started and evaluate the program.

e. Exchange Legislation: The Employee Development Division compiled a report on the use of P.L. 919, 84th Congress, Exchange Legislation. This report was made available to the members of the Joint Land-Grant College Committee, Agency Heads, Assistant Administrators for Management, Agency Personnel Officers and Agency Training Officers. Arrangements were also made for two reports on the problem of interchangeability of employees to be sent to the President of each Land-Grant institution. These reports were, "Interchange of Public Personnel: Progress, Problems, and Prospects," Personnel Report No. 631, Public Personnel Association; and "Transferability of Public Employee Retirement Credits Among Units of Government" published by Advisory Commission on Intergovernmental Relations, March 1963.

f. Princeton University Fellowship: Dr. Kenneth E. Ogren, ERS, has just completed a year of study at Princeton University. He was chosen in 1962 as one of 8 Federal officials who were awarded a 9 months

all expense fellowship at Princeton. The Employee Development Division services this fellowship program which is offered each year.

g. Special Training Program - Office of the Inspector General: With the office's assistance 5 1/2 day seminars for the 800 employees of the Office of Inspector General are being planned. These will be held in the 7 regional locations of the OIG. A long term management development program is also in the developmental stage for OIG.

h. The Washington Semester Program Group: This group of the American University which each year includes the Department on its agenda again met with officials on November 14, 1962. This office, as it has in the past, set up the program to meet the Group's need.

i. Peace Corps - National Service Corps Training Programs: The University of New Mexico Peace Corps Training Center has asked the Department for assistance and cooperation in training 1,000 Peace Corps volunteers during F.Y. '63. This project is also being used to obtain information as to the need for and methods of training National Service Corps volunteers, if that program becomes operative. The Employee Development Division has assisted in planning, organizing and coordinating the Department's activities in both these programs.

11. President's Safety Award: The Department was nominated for the President's Safety Award and while the Department did not win first place the significance of the honor must be recognized. The Secretary was informed;

This was the first time in the history of the award that your agency qualified as a competitor.

There can be no doubt that the Department of Agriculture employee's safety program has shown considerable improvement.

This progress will, I know, continue.

Your exhibit was considered by the judges to be very well prepared and effectively presented.

It is my sincere hope that future competition will result in the Department of Agriculture's receiving this coveted award.

12. Special Honors to USDA Officials: The Department's status was raised appreciably with the Department's employees and the public when two signal honors were announced:

Miss Verna Mohagen, Chief, Personnel Division, Soil Conservation Service, received the Federal Woman's Award.

Dr. Sherman E. Johnson, Deputy Administrator, Agricultural Economics, Economic Research Service, was presented the President's Award.

13. Special Welfare Activities: The Department Welfare Officer devoted about 120 hours in serving as Assistant to the Director in his work as Chairman of the President's Ad-Hoc Committee on Employment of the Handicapped in Agriculture. A final report was prepared by the Office staff and issued by the Ad-Hoc Committee and the President's Committee on Employment of the Handicapped as "Final Report of the Ad-Hoc Committee of the Handicapped in Agriculture."

Loans made to 276 needy employees by the Welfare and Recreation Association were supervised by the Welfare Officer while serving a term as Vice President in Charge of Loans. These loans were particularly helpful in recruiting from depressed areas.

Assisted the Director in successful efforts to better the chaotic traffic conditions on C Street in the vicinity of the South Agriculture Building. As a result, C Street was again made one way and the traffic signal lengthened at Fourteenth Street to thirty seconds.

14. Security: During the Fiscal Year the Director of Personnel and the Department Security Officer were asked to appear before the staff of the Internal Security Subcommittee of the Senate Judiciary Committee, in connection with a study by that subcommittee of the laws, regulations, procedures, and operations under E.O. 10450.

At this meeting the Department was requested to review its operations in this area and to make recommendations regarding any changes or revisions which would be desirable for the improvement of the Security Program. Following this, meetings were held with agency representatives, as a result of which a number of specific recommendations were made. Several of these were submitted to the Civil Service Commission and to the Department of Justice with a view to improving the operation of the Security Program. One result of this is that the Department issued a Secretary's Memorandum to delegate the responsibility of designating sensitive positions, to Agency Heads.

The Department Security Officer also participated in a Department study group which examined the regulations pertaining to records security. The study of this group has resulted in decisions to establish procedures to protect "Administratively Confidential" material, and to revise present procedures of the Department designed to protect Records Security material.

Appendix A

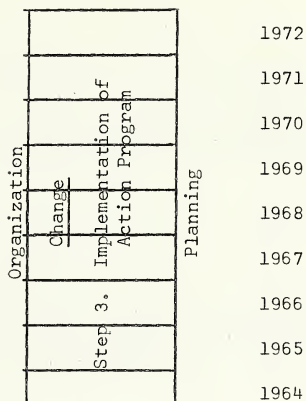
Assumptions Developed by
The Office of Personnel, April 3 - May 11, 1963

on

LONG-RANGE PLANNING FOR PERSONNEL MANAGEMENT IN USDA 1963 - 1973

The proposed framework within which the long-range planning will be conducted is diagrammed by the following chart.

Step 1. Goals for Personnel Management in 1973



Step 2. Present Status of Personnel Management Programs in USDA

The assumptions which follow were developed in the Office of Personnel by each technician responsible for the function, setting up assumptions on what each function would be like in 1973. These assumptions were discussed and revised by the entire technical staff of the Office of Personnel in a series of conferences. They were subsequently revised by the Director and members of his immediate staff. They are presented here to assist others interested with following the line of reasoning that went into the development of Goals listed in Section 1 of the Office of Personnel's Annual Report, "1963 - A Year of Transition in Personnel Management."

Basic Limiting Assumptions

To assist in an orderly discussion it was agreed to limit it to five overall basic assumptions as follows:

I. General

1. No major war;
2. Continuing cold war;
3. Russia and West will grow closer. There will be inter-action with the Soviet Bloc to an increasing extent (not ideological); and
4. Economics:
 - a. No serious depression,
 - b. High level domestic economy,
 - c. Continued unemployment in some segments of economy, and
 - d. Continued shortages of some professional and technical skills.

II. International - The U. S. will:

1. Continue technical and other help to underdeveloped countries.
2. Continue the export of U. S. abundance but with stiffer competition from other countries.
3. Participate increasingly in international affairs generally and international agricultural programs specifically.

III. National

1. U. S. will continue to be confronted with the problem of managing abundance.
2. Competition for land, water, and recreation resources will increase.
3. Congressional support will be relatively more "consumer" than "producer" oriented in agricultural affairs as the urban and the "rurban" makeup of the Congress increases.

IV. USDA Programs

1. There will be no substantial change in USDA areas of responsibility.
2. Present programs will increase in such areas as forestry, research, soil and water conservation, and consumer services.
3. Rural areas development and other inter-agency efforts will be emphasized increasingly.

V. Department Organization

1. The Department's organizational structure will continue to "shuffle" functions rather than change. The emerging RAD program may provide the greatest impact on "program" functions, and automation will

- have the most dramatic impact on management functions. This could also be true on program functions.
2. There will be an increase in numbers of employees.

Working Assumptions

These were identified and discussed as follows:

I. Automation

Definition - automation, for purposes of this discussion, means recording, storing, manipulation, and retrieval of management and program information and data.

A. Impact - General

1. Four to five computer centers will be set up to serve the entire Department. Such computer centers already exist in Washington, D. C., Kansas City, Missouri, and New Orleans, Louisiana. One more is planned for the West Coast. Others may develop.
2. Data will be processed across agency lines in these computer centers.
3. Clerical paper processes by manned methods will be reduced even though the volume of such processes will increase.
4. Greater sophistication in the determination of management needs for data for decision-making will develop. The rate of such development will depend on the emphasis on this function by top management.
5. Small "satellite" computers or "interrogation" stations will be located at strategic locations in the Department.

B. Impact - on Organizational Structure

1. Clerical personnel will be reduced at county level.
2. County offices of the various bureaus will be consolidated physically. This may include an organizational merger at the county level as well.
3. A USDA-wide "data" inventory of resources will be available in the memory of a computer.
4. Professional and technical personnel will be largely relieved of manual reports preparation, at least insofar as volume is concerned.

C. Impact - of MOHR

The "new look" at identifying training needs, organizing data on employee qualifications, etc. must be better understood by personnel people and employees generally. Management must learn to use automation which will, to an increasing extent, become a necessary tool of management.

II. Employee-Management Cooperation

- A. USDA will use organized employee groups to an increasing extent.
- B. Unions will develop capable staff resources.
- C. Grievances and appeals will be finally handled by an administrative court.
- D. Dues checkoff will materialize. This will have its largest impact in "stabilizing" unions.
- E. Unions will still not be able to strike against the Government.
- F. Contractual relations with unions will increase.
- G. Unions will have union representatives as "residents" in USDA.
- H. Unions will have an increasingly important part in the development of personnel policies and systems. They will follow up to see that such policies are used, and help to enforce compliance with regulations.
- I. Unions' influence will either increase its pressures upon management to better define performance appraisal practice or will -- as an alternate -- push the "seniority" factor of recognition in personnel processes.

III. Inter-Group Relations

A. General

- 1. Minority programs will be integrated with regular personnel management programs. Increasingly, however, minority members will assist management in understanding the problems of minority groups.
- 2. Race and color will be the critical areas rather than religion and national origin. Action will be translated at the field level through training supervisors to accept integration as a "way of life" in the job environment.

B. External Forces

- 1. Increased urban political influences.
- 2. There may be a permanent "equal employment opportunity" agency.

C. Improved Educational Opportunities for Non-Whites

- 1. There will be more quality non-white candidates available for employment.
- 2. Continued shortage category manpower needs will continue to create job opportunities.

D. Internal Influences

- 1. Special complaint procedures will be merged into general grievance procedures.

2. More positive action on handling grievances and complaints will be required in the field.
3. Inter-group relation specialists will be available in the larger agencies.

E. Union Organization

There is greater acceptance of non-whites among unskilled and semi-skilled unions than among skilled, white collar, and technical groups.

F. Recruiting

Quality differences between whites and non-whites will fade.

G. International Pressures

There will be greater awareness of the non-white world by the whites.

IV. Position Classification and Pay

- A. Positions will continue to be graded for pay purposes under a system substantially the same as the one prescribed now by the Classification Act of 1949, as amended.
- B. The Civil Service Commission and the Bureau of the Budget will exercise tighter control over grade escalation. They are concerned about escalation now, based on a desire to administer pay benefits obtained under the Salary Reform Act of 1962 as economically as possible. This concern will increase as additional benefits are obtained under the "comparability principle" of the 1962 legislation which provides that Government salaries shall be kept in line with those in private industry for comparable work.
- C. Within the Department more attention will be devoted to occupational standards (development and application) and less to the compensation aspects of job classification. The Civil Service Commission will tend to "move into" the entire field of pay administration to a greater extent than in the past.
- D. It was recommended that the Classification and Standards Division be permitted to de-emphasize its pay management responsibilities in view of the foregoing.
- E. The work force will continue to expand. Labor Department studies indicate that this expanded force will show a sizeable increase in the number of persons employed in professional, technical, and kindred highly skilled categories, but a decrease in the number of clerical workers and employees in the middle and lower skill levels of the mechanic and trades labor groups. Percentage-wise, the increase in the number of supervisors will be greater than the increase in non-supervisory employees. Improved methods

of communicating information about position and pay management principles and practices to supervisors will be needed. Increasing attention will have to be paid to developing classification and qualification standards for supervisors. Generalized standards will have to be developed to classify professional, technical, and supervisory positions.

- F. It was recommended that a classification audit program be instituted; that as much of the classification function be "computerized" as possible; and that the program be primarily concerned with those jobs which cannot be "computerized."
- G. The trend will be for standards to be written much broader. This will permit greater freedom to move people about within broad occupational areas.

V. Examination and Employment

- A. There will be a significant growth in scientific and technical manpower needs.
- B. ADP will provide more information such as a better inventory of knowledges, skills, and abilities of existing staff, the programs of the Department, and a better basis for predicting the direction of programs which will assist management with staffing, classification, and other programs.
- C. The Department will be recruiting personnel with different disciplines than at present.
- D. Changes in the system for conducting examinations, both assembled and unassembled, will make it possible for applicants to provide much of the data concerning their education and experience in a form that can be fit into ADP equipment and retrieved as needed in the recruitment, examining, and selection processes.
- E. The Department will have the need for more graduates from non-Land Grant Colleges and will recruit more personnel with non-agricultural backgrounds. See "Discussions on Long-Range Planning." Based on information which will be available as described in item B, manpower needs to meet program staff demands will be met through the selection of candidates whose study included particular courses or areas of study not necessarily reflected by the degree obtained or related to the environmental background of the individual.
- F. An ADP information system will result in better career planning. Information regularly recorded and currently retrievable will afford administrators and supervisors more and better information on employees' experience and training as well as more specific information about opportunities in the same and different lines of work.
- G. The improved information system will provide more specific information about job opportunities to prospective employees. As indicated in items E and F above, the relationship of an individual's training and experience to individual jobs and possible career ladders will serve as a basis for informing prospective employees of the opportunities afforded in the Department's agencies.

- H. More recruiting will be done by teams composed of an operating official and a personnel official.
- I. There will be a closer relationship between the USDA and the Land Grant Colleges. USDA will furnish their needs to the colleges and the colleges in turn will make available courses which will assure the Department of qualified applicants.
- J. At many colleges and universities ADP tape records of student profiles will be made available to Departments and Agencies for use in connection with recruitment, examining, and selection processes.

VI. Over-all Predictions (Director of Personnel)

- In 1970-75 there will be smaller OP. This will also be true for personnel offices of the bureaus.
- In 1970-75 average grades of the smaller OP staff will be GS-15 - 16.
- Planning responsibilities of OP will be intensified in all divisions. Operations or "case review" responsibilities will decrease.
- Personnel actions will be initiated by operating officials. These will flow as input directly into a computer system. Personnel officers will emphasize the analyses of trends, broad grouping of selective data, etc.
- There will be a "personnel data bank" in computer systems for "interrogation" by supervisors and top management.
- Personnel data bank will contain the official personnel file. This will be in the form of invisible bits on reels of magnetic tape.
- Data will be available for rapid data transmission methods.
- There will be a provision for mass testing of applicants, group interviewing, etc. by means of "phono-vision," closed circuit TV, or similar means.
- Job descriptions for standard jobs (secretaries, clerks) will be available in computer system. Critical duties of such descriptions will be checked on a "checklist" and prepared by a computer.

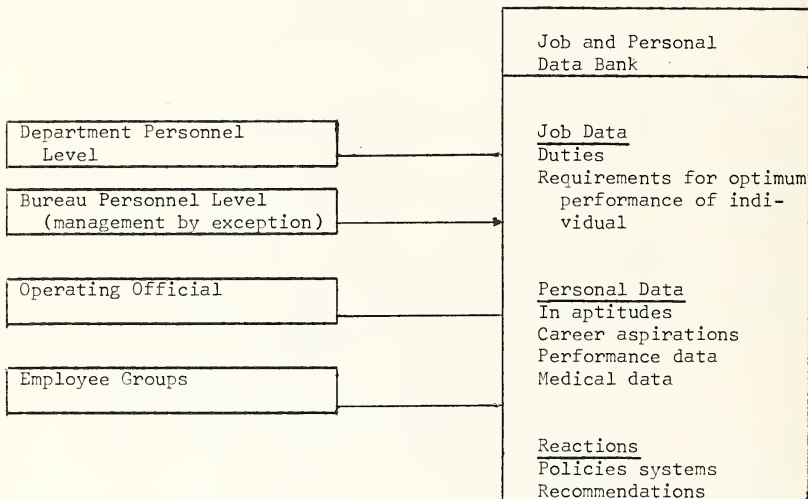
Mr. Barnes diagrammed the personnel operation of the future as follows:

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All participate in Personnel Policy Decisions

VII. Security and Employee Conduct

- A. By 1970 there will be a single employee appeal system for disciplinary actions, RIF, grievances, classification, discrimination, promotion practices, and acceptable level of competence ratings.
- B. Specialized full-time Hearing Officers will be appointed to adjudicate employee appeals.
- C. There will be greater delegation to agencies to represent the Department in Civil Service appeals.
- D. By 1970 there will be a centralized government-wide Security Office for review and adjudication of security cases.
- E. The Office of Personnel will still issue special types of security clearance for foreign travel and attendance at meetings. Work in this area will increase due to more overseas assignments for USDA employees.

- F. Appeal rights will be extended to all types of employee problems listed under A above and be available to all Department employees, including those who are Department employees but work on Federal programs.
- G. All employees will have the right to cross-examine witnesses in conduct and disciplinary cases, which will make it more difficult to defend adverse actions on appeal. There will be greater expense to agencies to make witnesses available. It will be very difficult to take action based on statements.
- H. Personnel research will assist in identifying personal characteristics that could constitute an employment risk in reference to security and conduct.
- I. There will be personnel research into trends and patterns of employee conduct which will provide better guidelines for adjudication of disciplinary cases.

VIII. Socio-Economic Factors - Employee Health, Safety, Welfare, and Incentives

A. Health

- 1. A shorter work week will result in more concern with off-job accidents.
- 2. Increased overseas work will result in increased responsibility for the families of employees as well as increased concern for special health problems.
- 3. New USDA research efforts will increasingly involve chemical (and radioactive) hazards.
- 4. Allergy problems will increase with the advent of new synthetic working materials.
- 5. There will be increased concern with stress syndromes (coronary, blood pressure, ulcers, alcoholism, etc.).
- 6. There will be stricter Civil Service Commission physical examination and fitness for duty requirements because of increased governmental liability for health hazards.
- 7. We will be employing more handicapped and rehabilitated people -- this will require special concern for working environments.
- 8. There will be increased union pressure on behalf of the health problems of employees.
- 9. We will have more disability retirements.
- 10. Line supervisors will assume greater responsibility for employee health and safety than at present.
- 11. Health insurance programs will change in one of two ways: (a) they will cover all medical costs with substantial increase in premiums, or (b) cover only major medical expenses with lower premium costs.

B. Safety - There will be --

1. Full acceptance - as an integral part of good management - of a comprehensive safety program.
2. Utilization of ADP in following safety program areas:
(a) injuries and causes, (b) trends, (c) training, (d) location, (e) types of accidents, (f) personal factors, (g) cost data, (h) fires (causes and preventive statistics).
3. A systematic safety inspection program fitted to agency needs.
4. Integration of safety consciousness and obligation with job standards and training.
5. Increased use of disciplinary action for safety violations.
6. Safety leadership will increasingly become a major responsibility of the line officer.
7. Supervisors will have responsibility for both on- (and off-) job safety orientation of employees.
8. Supervisors will be more responsive to accepting responsibility for reporting accidents and correcting safety hazards.
9. There will be increased Congressional and Executive Branch awareness of safety and its importance.

C. Welfare

1. By 1970 USDA credit unions will be available to all department employees.
2. There will be more line and staff cooperation directed toward securing improved working conditions.
3. Department and agency welfare officers will be used as consultants to employee-management committees.
4. Retirement planning programs will receive increasing emphasis.
5. There will be more active USDA Clubs. They will receive full management support. They will become a vital part of the "image" of the USDA at the State level particularly.
6. Deductions for fund-raising programs, such as UGF, etc., will be programed into ADP and will be automatically deducted from employee paychecks at the option of the employee.
7. Welfare specialists will be given more specific training in such subjects as sociology and psychology as related to human relations problems.
8. Length-of-Service Awards will no longer be a part of an Honor Awards program.
9. By 1973 there will be a more liberal retirement system permitting transfer credit between various systems.
10. As pay "comparability" is achieved, the opportunity for a creative and productive job experience together with better environmental conditions will become the principal employee-motivating factor.

D. Incentives

1. Outstanding work accomplishments of the higher grade employee (GS-14 and above) will be documented and made a part of his official personnel record which will serve to enhance his qualifications for promotion, assignment, or reassignment.
2. Cash incentives to higher grade employees will continue to be de-emphasized.
3. Special suggestion programs will be implemented in problem areas, seeking suggestions from those with intimate knowledge of the factors involved. By way of example, there might be an "Economy Campaign," a Procurement Cost Reduction Campaign, or a Safety Suggestion Campaign.
4. Incentive Awards Committees will no longer consider employee suggestions. Instead, program officials will implement or reject suggestions.
5. The Honor Awards program will continue. The criteria will improve for the granting of honor awards. A third award will be initiated consisting of a bronze medal for "Merit." It will be awarded by the agency head with the approval of the Secretary. The honor award will be presented to honor award nominees other than those selected for Distinguished or Superior Service awards. Some limitation of the number of such awards will be necessary.

IX. Defense

- A. Interest in defense will rise and fall in direct proportion to concern over the international situation.
- B. Defense planning will be "built into" the regular function of the Department.
- C. There will be an active Executive Reserve tied in with the essential activities of the Department. The Office of Personnel will be responsible for developing plans for organizing, selecting, placing, and training members of the Executive Reserve.
- D. GAME(ing) and simulation exercises will be used for emergency training purposes. Results will be related to Executive Reserve planning.

X. Personnel Management Inspections

- A. The Office of Personnel will have developed a system to get better information on over-all agency personnel program objectives and plans to meet these objectives.
- B. Close personalized working relationship between the Office of Personnel and the agencies will be intensified.

XI. Policies and Procedures

- 1973 Forecast Relating Specifically to Personnel Policies and Procedures

- A. Departmental rules and regulations will be confined to broad programs and policies - we will depend for procedural requirements on Civil Service Commission statements or those developed to conform to an automated system.
- B. Case reviews as such will be virtually eliminated in the Office of Personnel.
- C. Grievances will be controlled by an "outside system" such as an Administrative Court, or will reside in an internal appellate Hearing Examiner type of body.
- D. The organization function will be one of advice and assistance and will be exercised before the fact rather than after.
- E. Statistics and systems work will be crucial and more demanding. The emphasis in statistics will be one of review, analysis, and forecasting rather than compilation. In the systems area, activity will center on adaptation of untouched personnel areas to an automated concept, such as the use of simulation in the development of new manpower programs.

XII. Training and Employee Development

- A. Department careers will be shorter -- with more movement in and out of the Department at middle and upper grade levels.
- B. By 1973 we will have solved the problems of selecting leaders, supervisors, and managers. (Perhaps MOHR may do it!)
- C. Managers will have to be experts in searching out, abstracting, synthesizing, making decisions, using all kinds of resources, and disseminating information in order to utilize even a fraction of the storage and retrieval capacity of the computer.
- D. Managers will no longer be able to get by on their technical "know-how." Management will demand that managers have training and exposure in the behavioral sciences prior to assuming duties in the supervisory and managerial areas.
- E. By 1973 USDA will insist on a high degree of innovation and creative ability in all its employees and will have learned how to unleash this potential in its work force.
- F. By 1973, laws, regulations, policies, and procedures will permit (in fact, request) increasing numbers of the more capable USDA employees to serve in other countries with State, AID, U.N., university contract, foundational, etc. without penalty to their Department careers.
- G. Incentive awards (if continued) by 1973 will put less emphasis on the material things (saving dollars) with more recognition given to those who effectively "bring out" and develop our human resources.

- H. By 1973 an increasing percent of the program dollar will have to be spent in developing people with skills and know-how to carry out program functions.
- I. There will be greater recognition and need for individual employee self-development. This will have a definite bearing as a factor for placement, promotion, and assignments.
- J. There will be greater centralization of administrative services including training responsibility. This will occur throughout the Department.
- K. Regional USDA training centers should be established and permanently staffed under the direction of the Department. These centers will have two major objectives:
 - 1. To provide a systematic Departmental training program in the behavioral sciences.
 - 2. To provide staff assistance and facilities for agencies' specialization and technical training needs.
- L. Greater emphasis will have to be placed on language training. Centralized centers of language training will be needed in cooperation with Federal, State, and educational institutions. This training will need to be given to selected Department employees and combined with special programs in international agriculture.

XIII. 1973 Forecast Relating to the Office of Personnel as a Staff Office

- A. Generally, the basic functions of the Office of Personnel will remain, but the emphasis will be on the broad planning aspects of manpower review, analysis, and development. Such specialized activities as pay, staffing, training, etc., will be viewed as integrated parts of a total manpower program.
- B. The present budgetary method of financing Department staff activities will have been replaced by a method of pro-rating the cost of such services to operating program expenditures.
- C. All Staff Offices will have developed and will be utilizing a "laterally coordinated" management approach so that planning and programs will recognize men, money, and material as an integer and not as three more or less unrelated phases of management.
- D. With the trend toward consolidation of management processing work coupled with the automation of classification and qualification decisions and the consummation of personnel actions by operating officials for computer input, there will be further integration of agency personnel management with line management and the work of the Office of Personnel. This will produce a joining of forces Department-wide directed toward intensified personnel program review and development.

XIV. Personnel Research

The following assumptions were stated:

- A. There will be a smaller OP staff than at present.
- B. As a result of automation it is estimated that two-thirds of "middle management" will be displaced. These are persons who are making more or less routine "management" judgments which potentially can be "pre-programmed" for ADP processing.
- C. The "surviving" managers will become increasingly "professional" and adaptable to ADP and related changes. They will be concerned primarily with unique and non-routine decisions.
- D. The personnel officer of 1973 must know more about people and "numbers" and be more technically competent in management skills involving advanced research and a knowledge of the behavioral sciences.
- E. New measures of productivity, motivation, and the "real" organization, etc. will be available to the personnel man of the future.

The role of the personnel man of the future:

- A. He will be applying and using approaches that today are considered "experimental."
- B. He will be working on such present-day research "frontiers" as:
 - 1. the effect of communications on individuals,
 - 2. the effect of organization structure on behavior,
 - 3. decision-making, and
 - 4. "image" problems.
- C. The USDA personnel man in particular will be a leader in behavioral science research by reason of the "people oriented" nature of most USDA programs.

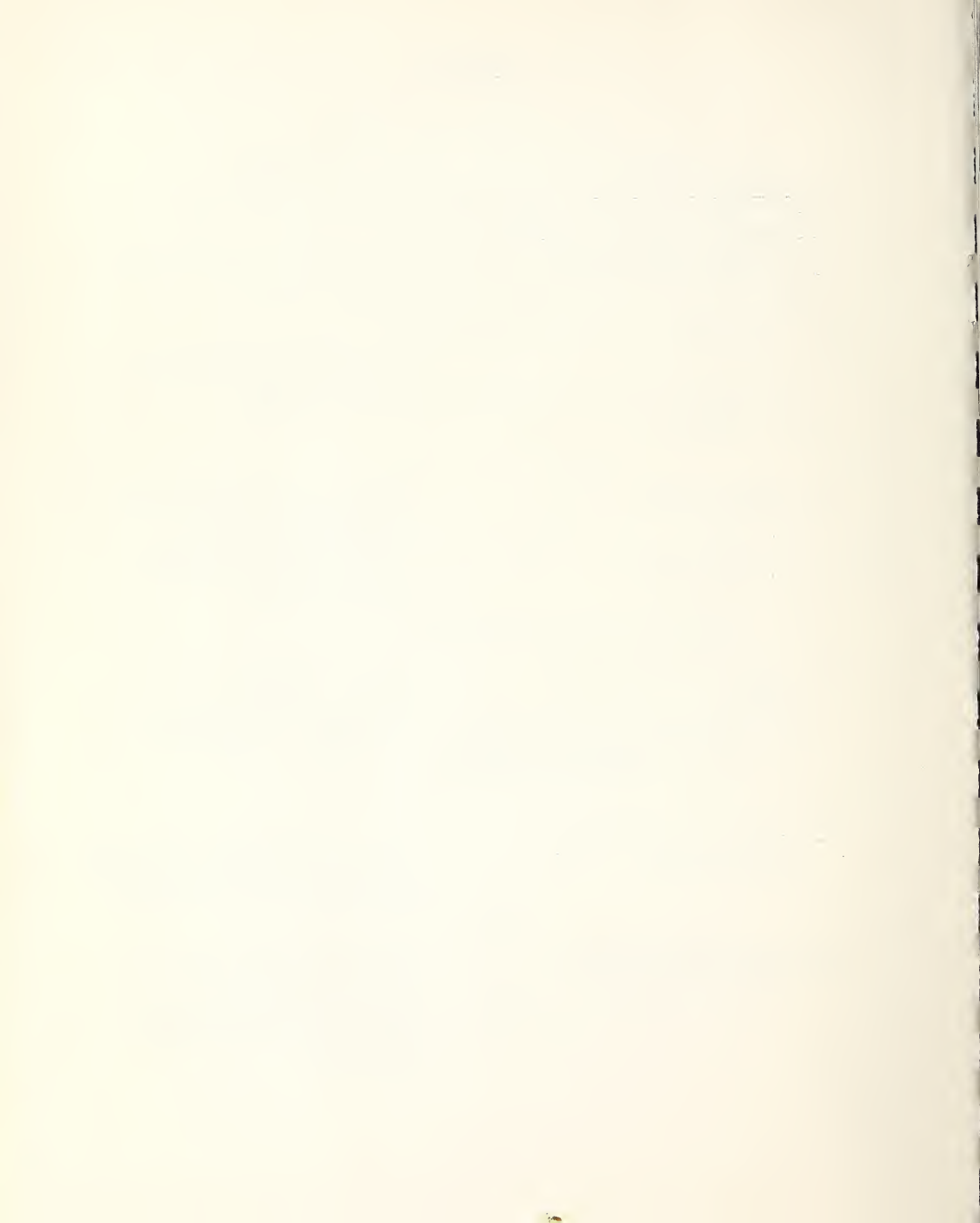
Appendix B

STEP 3. Long-Range Planning

Checklist for Planning Action to Reach Goals

GOAL:

1. Who needs to be alerted:	Who needs to know the situation?
2. Policy	What should the policy be? Is this different from the present policy?
a. Present	
b. Proposed	
3. Planning Action	How many employees will have to be trained, transferred, or otherwise placed? What facilities, personnel, and etc. are necessary to accomplish this?
a. People	
b. Facilities	
c. Schedule	
4. Organization required for action	Who is responsible for each action outlined? Is revision in organization necessary or desirable?
a. Present) Responsible persons	
) Organization units	
b. Proposed) Organization structure	
5. Selection and training to meet new needs	Who and how many are convertible? To what will they be converted? What selection and training is necessary to achieve balance?
6. What needs to be done for individual employees.	Who and how many would have adjustment problems? What facilities and personnel are needed for counsel and inform those who need such services?



OF-1 U. S. DEPARTMENT OF AGRICULTURE
5-63 Office of Personnel

1. Classification
: No. 5 : Category: Personnel Management

MANAGEMENT IMPROVEMENT PROJECT REPORT
PROJECTED WORK PLANS and
: 2. Date of Report : 3. Project No.

4. Project Title : Project Objective:

:

5. Type of Report

6. Time Schedule (Dates)

/ / Proposal / / Initial / / Interim / / Implementation : Initiation : Completion of Study: Installation

7. Submitted by: : 8. Approved for Agency (Signature)

11. Cost Data

: 9. Title

: Assigned : Target: Progress as of : Progress as of
To : Date : 12/31 : 6/30

10. Project Plan Data



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